

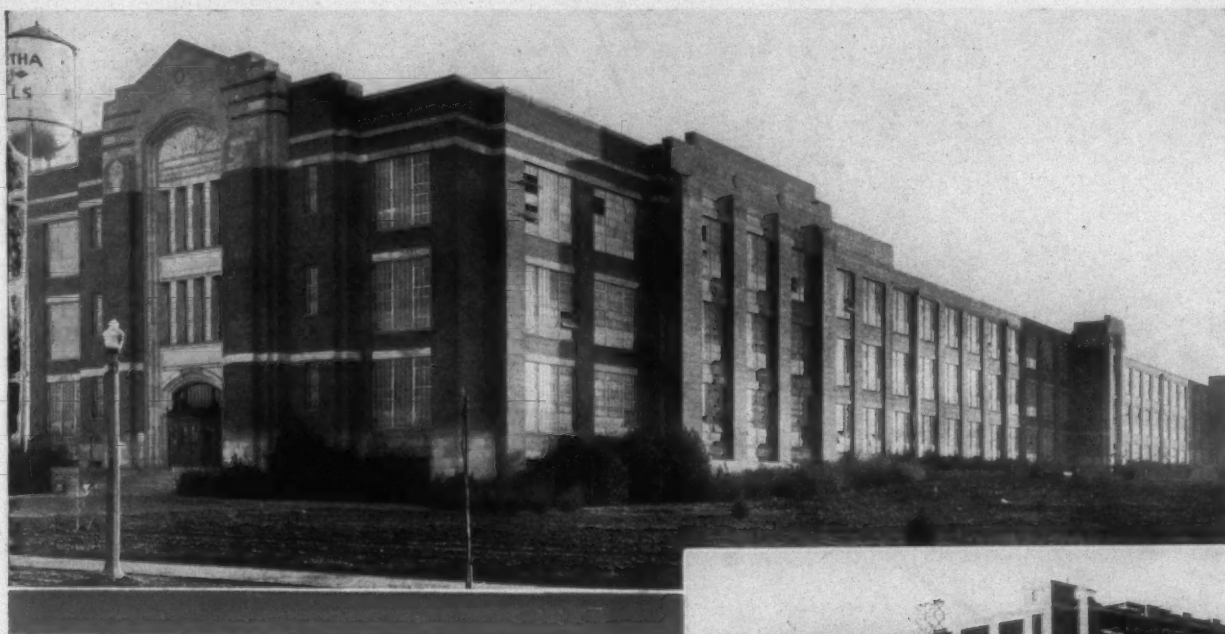
Section One

TEXTILE BULLETIN

Vol. 46

JULY 12, 1934

No. 20



Textile Division

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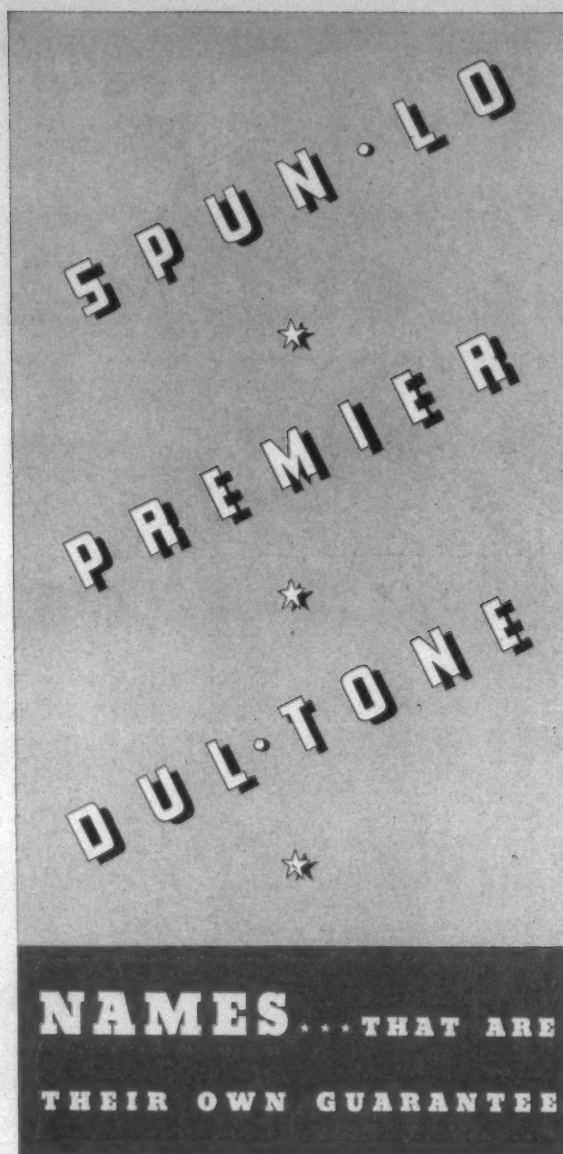
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GEORGIA

Architects and Engineers

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TEXTILE BULLETIN



VOL. 46—No. 20

JUNE 12, 1934

First Year Under the Code

By George A. Sloan

President Cotton Textile Institute

THE Cotton Textile Industry, first to organize under the National Industrial Recovery Act, is completing its first year under code operations, and from this milestone can review its accomplishments, reappraise its disappointments, and in the light of experience offer a loyal word of caution as to the pitfalls that threaten our forward path toward sound recovery.

Any review of the first year under the first code would be incomplete without first paying tribute to the outstanding NRA personality. I have nothing but admiration for the unselfish devotion and untiring energy with which General Johnson has met his tremendous responsibilities. He has completely submerged his own life and interests in giving time and strength to a governmental office, the importance of which is without parallel in our economic history.

The National Industrial Recovery Act was designed to rehabilitate industry and to improve working conditions. It will be generally recognized that we cannot accomplish one without the other. In this industry we have seen tremendous improvement for labor. The effects of the cotton textile code on employees in cotton mills, as indicated by the ten months' experience under the code from August, 1933, to May, 1934, compared with a similar period prior to the code, may be summarized as follows:

1. An increase of 40 per cent in the number of persons employed, the figure now standing at approximately 460,000.
2. An increase in payrolls during the first ten months under the code, as compared with the ten months prior to the code, of \$113,000,000, or 78 per cent. This increase is of highest significance, as demonstrating the immense increase in purchasing power of cotton mill workers attributable to code provisions, as this increase was accompanied by only 3 per cent improvement in the number of bales of cotton consumed.
3. An increase of 67 per cent in hourly wage rates.
4. A decrease of 26 per cent in average working hours; the standard work week for mill operatives prior to the code averaging 54 hours as compared to 40 hours under the code.
5. Weekly income of cotton mill workers, adjusted to changes in the cost of living in 1934, average 25 per cent above the previous year and 6 per cent above 1929.

Accompanying the expansion in mill payrolls there has occurred a heavy increase in the cost of raw material. The cost of raw cotton, including the 4.2 cents per pound processing tax, during the ten months under the code, has

averaged 15 cents per pound; during the same period prior to the code when there was no processing tax, the average price of raw cotton was 6.8 cents per pound. Mills, therefore, have been obliged to meet an increase in their chief raw material amounting to 120 per cent.

The burden upon mill income, due to conforming to code provisions during the last ten months, plus the payment of processing taxes, has averaged \$19,000,000 per month over and above what mills were required to pay out during the same period prior to the code. This is entirely apart from an increase of 60 per cent in the price of raw cotton, not counting the processing tax, altogether representing an added expense of manufacture which can only be maintained with a more sympathetic support of these new conditions on the part of consumers.

Coincidentally with the hour and wage provisions of the code, there was set up at the outset a purely co-operative and voluntary method of adjusting disputes between employers and employees over working conditions, through the Cotton Textile National Industrial Relations Board. This machinery has functioned with marked success, through the willingness of labor and management to avail themselves of its provisions. Much of this success has been due to the judicial qualities and impartial attitude of the members of this important board.

We trust that neither our industry nor the nation will ever abandon the social advantages represented in the establishment of maximum hours of labor and minimum rates of hourly pay, which materially relieve employees from the risks of that type of economic jungle warfare which finds expression in the lowering of wages and irregular employment. Moreover, we reaffirm our conviction that the right to insure orderly production and distribution and stabilization of employment through control of machine hours, as the statistical and market position of industry may from time to time demand, is emphatically in the best interest of employees, distributors, consumers and mill stockholders alike. Without this protection in our code, it is certain that we would be definitely compelled to abandon all hope for recovery and would sink back into the bottomless swamp of overcapacity, and its ultimate tendency toward monopoly and the elimination of the small manufacturer. Besides, we are wholly persuaded that our policy of control over individual plant expansion during the period of emergency is wise and that such emergency still exists.

While the industry takes pride in the tremendous gains

(Continued on Page 21)

Callaway Mills to Have New Type of Vocational School

To Find Definite Type of Work to Which Employees Are Suited

By Eleanor H. Orr

WITH the opening of the Vocational School of the Callaway Mills, planned for an early date, another blow will be struck at the "hit and miss" method of learning a job. The program of the new school provides for a definite program of instruction designed to determine the job for which each person is best suited and to teach him that job.

The building which will house the Vocational School and which is rapidly nearing completion, is located centrally among the different communities of the Callaway Mills in Southwest LaGrange. It is of modern brick construction and consists of one story and a basement. The front portion of the main floor will contain the offices of the newly created personnel department of the Callaway Mills of LaGrange, class rooms, offices, library and medical examination room.

MODEL MILL A FEATURE

On the main floor will also be located a model mill with up-to-date machinery so that all the processes of cotton textile manufacture can be taught under the most favorable conditions. Hitherto, when a person with no experience in the mills applied for and obtained a job, he necessarily picked up in a rather haphazard way the information and experience required for running his particular job in the best fashion.

In the basement of the Vocational School building will be placed the testing department, which will be moved from the Callaway Mills general office building and which will be provided a genuinely ideal setting as to temperature, insulation and humidity control. A drug store and a barber shop will front on Fourth avenue, and, locker and shower rooms for the students of school together with the heating plant will also be placed in the basement.

Under the direction of Ernest Defore, a graduate of the Georgia School of Technology and an experienced mill operator, courses in vocational training will be offered. The different courses to be offered will actually equip applicants for specific jobs and will broaden the operatives' knowledge and understanding not only of their own jobs but of the relation of their particular job to other jobs and other departments.

SCHOOL PART NEW EMPLOYMENT PLAN

The Vocational School will play an important part in the new system of employment. From the office of the

personnel director, the applicant for a job in any of the Callaway Mills plants in LaGrange goes to the physician's office for physical examination, and is then enrolled in the school, where a practical test is made of his aptitude and proficiency in the work for which application is made. Under the supervision of the teachers of the school, who will be chosen from among the overseers and other executives of the different plants of the Callaway Mills, the applicant's aptitude and proficiency in spinning, carding or weaving will be determined, and he will be trained to become more efficient in the job for which he is suited.

Courses will be offered to others in the organization besides the operatives, including bookkeepers, office clerks, and members of the sales departments to whom a knowledge of actual mill practice would be useful. A three-months' intensive course is being planned, and to those who show most proficiency in the preliminary course, fellowships in more extensive courses will be offered.

FIRST IN SOUTH

An unique feature of the Vocational School, which is probably the first of its exact nature in the South, will be the fact that it will be open to anyone who passes certain requirements and that there will be no charges for enrollment.

The establishment of the Vocational School is a part of a comprehensive program of plant operation which is being gradually applied in the Callaway Mills group of plants consisting of the Unity, Unity Spinning, Oakleaf, Elm City, Hillside and Calumet plants, and the Valway Rug Mills in LaGrange; Manchester plant at Manchester; Calumet plant at Hogansville; Milstead plant at Milstead; and Truline,

Inc., at Roanoke, Ala.

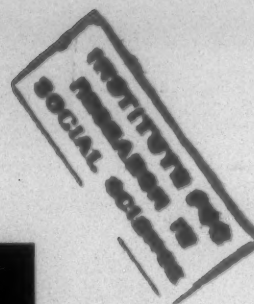
Under the present plan of operation, Fuller E. Callaway, Jr., treasurer of the companies, is in charge of manufacturing at all the plants. M. M. Trotter, for many years manager of the Manchester plant, was recently placed in charge also of the Hogansville and Milstead plants as general superintendent of these three plants. The Callaway Mills plants in LaGrange, Truline, Inc., at Roanoke, Ala., are under the direction of Perrin N. Collier, general superintendent of all LaGrange plants.

PERSONNEL DIRECTOR

The creation of the personnel department, with Boyd
(Continued on Page 18)



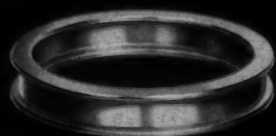
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Inventory Policies and Methods For Cotton Cloth Mills

THE following information relative to inventory control for mills on staple cloths is abstracted from the study, "Managing Cloth Inventories in the Cotton Textile Industry," by John J. Madigan, of the Graduate School of Business Administration of Harvard University.

INTEGRATION

Suggestions on inventory policies are made especially for the benefit of independent grey cloth mills because when it comes to the question of balancing production with sales—the real purpose of inventory control—these mills are not so advantageously placed as the integrated companies which convert their own grey goods. In integrated companies, merchandise managers in charge of finished or converted fabrics determine their production orders on the basis of planned sales of definite products suited to the needs of particular customers, markets, or uses. Their companies can accumulate, without great risk, large quantities of cloth in anticipation of seasonal demands and thus secure the advantages of continuous and economic production. With proper co-operation throughout an integrated organization, qualitative and quantitative changes in demand may be reflected quickly in production schedules. On the other hand, the non-integrated grey cloth mill cannot expect a merchant converter to furnish to it the kind of information which the converting department of an integrated company will give its mill department.

The difficulties of adjusting production to demand are inherent in this non-integrated structure. It is true that co-operation among the various sections of the industry may improve the situation to some extent. The permanent solution lies, however, in the removal of the basic difficulty by the integration of the cloth mills, converting, and selling organizations into well-balanced, well-co-ordinated units.

Integration by a small part of the industry, however, is not a complete solution to the problems of the companies involved. The mills in an integrated organization are subject to the same cost factors as are non-integrated mills. So long as a substantial part of the cloth used in the industry is manufactured by non-integrated mills functioning as independent, competitive units, the fundamental adjustment of that cloth production to demands will come about through price movements and their influence on high cost mills (barring, of course, any type of agreement to curtail production).

Opinions of manufacturers of staple grey cloth and their selling agents concerning the advisability of carrying service inventories for immediate delivery were conflicting. A few admitted that in 1932 and 1933 they made a practice of carrying enough inventory on certain constructions to fill at once reasonably sized orders. These mills typically made cloths highly regarded by the converting firms to which they sold the greater part of their output. Most of the large manufacturers of standard grey cloth, however, stated definitely that such service inventories were not maintained, and that their decisions to hold stock or sell ahead were based entirely on their expectation of price developments. In most cases stocks were accumulated because current prices were not considered

satisfactory. The head of the grey goods department of a large selling agency reflected the typical attitude in his statement that stocks were usually accumulated on a declining market when it was impossible to get the price which the firm believed was justified under the existing conditions.

RECOMMENDATIONS FOR SOUND INVENTORY POLICIES ON STAPLE CONSTRUCTIONS

The recommendations for sound inventory policies on staple constructions may be summarized briefly under three heads:

1. It should be the goal of standard grey cloth mills to operate on order only; the accumulation of large inventories is unwarranted. Price decisions should be made before large stocks have been accumulated.
2. Closer co-operation between the mill and selling organizations is essential.
3. Closer co-operation with customers and at least a partial breakdown of impersonal market relations are desirable.

The opportunities for speculative profits in the clever merchandising of grey cloths are at times very great. Any mill which is represented in the market by a speculative genius has little reason to worry about sound inventory policies. Such merchants are rare, however, and there are certainly not enough to go around.

Mills manufacturing staple cloths should operate as close to a strict order basis as is feasible and practical. The best balancing of production and demand, qualitatively and quantitatively, in such a complex and impersonal market will be secured if the majority of the mills follow the practice of producing the cloths and amounts indicated by those in closest touch with the demand, that is, the converters or users of the cloth.

Practical considerations may make strict adherence to such a policy unwise under certain circumstances. During the last several years conditions have been such that mills have been forced to operate much of the time without a substantial number of unfilled orders ahead of them. Furthermore, some of the mills in order to strengthen their competitive position in bidding for business accumulated stocks and offered spot deliveries. In some cases price differentials could be secured for spot staple goods, but generally no premium was secured to compensate for the extra expenses and risks involved. An important desideratum, nevertheless, for mills which accumulate any stock is that they avoid getting unwittingly into an unyielding inventory position. In many cases such inventory situations arise out of procrastination and failure to face the facts.

Often a mill runs for stock because current prices are seemingly unsatisfactory and the management hopes for better prices. The situation continues with more and more stocks piling up, and some factors which cause one mill to accumulate stock also lead many others to do the same thing. As a result, mills are eventually forced to make their price decisions under much less favorable conditions than existed when the stock accumulations began. The disastrous influence of heavy stocks on manufacturing margins has been demonstrated earlier. A

(Continued on Page 12)

PERSONAL NEWS

I. N. Dunn has resigned as superintendent of the Hannah-Pickett Mills No. 1, Rockingham, N. C.

Jonah Wilson, formerly of the Burlington Mills Company, has accepted a position as overseer of weaving at Rosemary, N. C.

W. E. Beattie, retired mill executive of Greenville, is confined to his home there following an illness due to heart trouble.

J. O. Epps, of Gastonia, calls attention to the fact that he is a salesman for the Ideal Machine Shops, Gastonia, and is not connected with any other shop, as has been reported recently.

J. C. Hubbard, who has been a corporation tax income auditor for South Carolina, has accepted a position with the Springs Cotton Mills and will be in the Lancaster offices.

L. R. Gilbert, secretary of the National Textile Industrial Relations Board, has been assigned as a technical adviser to the silk branch of the organization. Mr. Gilbert is well known in the textile South, and is a former president of the Southern Textile Association.

William Jenkins has accepted a position as head of the sample department of the Burlington Mills, Burlington, N. C. He was formerly superintendent of the Oconee Mills, Westminster, S. C., and was also connected with the Judson Mills for a number of years.

R. L. Stowe, of Belmont, N. C., president of the Sterling Spinning Company and the Stowe Thread Company, and an official of a number of other mills in Belmont, is chairman of the board of County Commissioners of Gaston County, and is heading a committee on the program of future relief for the unemployed in the county.

Shelby Mill Gets Charter

Shelby, N. C.—Shelby Hosiery Mills, Inc., of Shelby, have been granted a charter by Secretary of State Stacey W. Wade at Raleigh, N. C., and will make hosiery, under \$25,000 authorized capital, with \$3,500 stock subscribed by John W. Cash of Shelby, Fred G. Hahn, V. C. Bridges and Marvin Bridges, all of Hickory, N. C.

A Fine Place for a Vacation

The editor of this journal attended the meeting of the Southern Hosiery Manufacturers Association at Blowing Rock, N. C., on July 5th and 6th and remained there through last Sunday.

He stayed at the Green Park Hotel and was so much pleased with it, that he feels like commending it to those, in the textile industry, who are looking for a pleasant place to spend a week end or a vacation.

The Green Park Hotel, now under the management of Paul Moldenhauer, who also operates a hotel in Florida, is exceptionally well managed. The rooms are clean and the food is excellent and the rates are very reasonable; in fact, less than can usually be found in such conditions.

The golf course is so located that both the first and eighteenth hole are within a few yards of the hotel.

The usual route to Blowing Rock, which has an eleva-

tion of 4,700 feet, is through Hickory, N. C., and Lenoir, N. C., but people coming from South Carolina, Georgia or Tennessee will find a beautiful road from Asheville, N. C., via Burnsville and Linville and thence over the Yonalasse turnpike to Blowing Rock. This route goes partly over Grandfather's mountain and contains wonderful scenery.

Gastonia Now Port of Entry

Gastonia, N. C.—President Roosevelt has signed an order designating Gastonia a part of entry, the Gastonia Chamber of Commerce Saturday was advised. Business leaders believe establishment of a customs bureau in Gastonia will facilitate dealings in Egyptian cotton throughout the entire section and will result in thousands of dollars additional warehouse and railroad freight business. For months business leaders have sought this official action and last March filed a brief with the United States Customs Department requesting this designation.

Mill Valuations Increase

Asheville, N. C.—During the past year, five of the largest manufacturing plants of Buncombe County gained \$571,853 in taxable value, the 1934 tax records indicate. They are on the tax books for \$5,410,660, as compared with \$4,838,807 in 1933. All plants showed gains ranging from \$17,000 to \$320,000, except Sayles-Biltmore Bleacheries, which dropped from \$539,389 to \$520,937. The American Enka Corporation's tax book valuation was boosted from \$3,062,104 to \$3,384,505 this year. The Beacon Manufacturing Company at Swannanoa increased from \$751,660 to \$935,168. Hans Rees Tannery rose from \$299,597 to \$357,916, and Asheville Cotton Mills increased from \$186,057 to \$203,134. The Sayles-Biltmore plant had no changes in its real estate value of \$386,957 but its personal property and stock dropped from \$152,431 to \$142,979.

Chicopee Sales Develop New Type of Rayon Cloth

Using a new type of rayon film, developed by the viscose department of the du Pont Rayon Company, the Chicopee Sales Corporation has developed an entirely new type of rayon drapery and upholstery cloth which is offered as part of its Luvet line.

Now—No Extra Fare

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On June 28, 1934, extra fare between New York, New Orleans and intermediate stations was withdrawn.

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Division Passenger Agent

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SOUTHERN RAILWAY SYSTEM

Meeting of Southern Hosiery Manufacturers

The meeting of the recently-organized Southern Association of Hosiery Manufacturers at Blowing Rock, N. C., on July 5th and 6th was exceedingly well attended.

There were several sessions devoted to a full and frank discussion of the code and kindred subjects.

The feature of the meeting was an explanation of the



T. R. DURHAM, Secretary
Sou. Hosiery Mfrs. Assn.

Harriman Hosiery Mills case by T. Asbury Wright, Jr., attorney and vice-president of that company. Tom Tarwater, president of the Harriman Hosiery Mills, was also present, and in conversation with members of the Association told of the treatment his mills had received at the hands of General Hugh Johnson and the NRA.

It seemed to be the opinion of those present that the Harriman Hosiery Mills had received a very raw deal and that many of the statements sent out from Washington,

D. C., by General Johnson were erroneous and designed to prejudice the public against that company and its product.

After hearing the evidence the Southern Association of Hosiery Manufacturers unanimously adopted the following resolutions:

"Whereas, on April 20th, Administrator Hugh S. Johnson removed the Blue Eagle from the Harriman Hosiery Mills on the allegation that they had violated Section 7A of the National Industrial Recovery Act as written into the Code of Fair Competition for the Hosiery Industry, and

"Whereas, since the Administrator's action he has furnished the Department of Justice the evidence upon which he acted and Attorney General Cummings, after considering the evidence presented, has advised the Administrator that the evidence does not justify the institution of any action against the company for violation of Section 7A of NIRA as written into the hosiery code.

"Now, therefore, be it resolved by the Southern Hosiery Manufacturers Association that

"We deplore the ruling of the Administrator for his arbitrary action in branding the Harriman Hosiery Mills as a law violator upon admittedly insufficient evidence to prosecute in a court of justice.

"We consider such action on the part of a governmental agency will cause both public and industry to lose confidence in the administration of the NRA and will seriously impair the President's program of recovery.

"This association earnestly urges the Administrator to take the necessary steps to rectify the injustice that has been committed."

The sessions were very ably presided over by President R. O. Huffman, of Morganton, N. C., while Secretary T. R. Durham looked after details.

It was evident from the interest shown at the meeting and the representative attendance, that the new Association is already developed into a strong organization and that it will prove to be an important factor in the hosiery industry in the South.

No Changes in Hosiery Code

Washington.—Limitations on mill operations, increase in wages, and a shorter work week proposed for the hosiery industry by its code authority, were abandoned during a hearing before the National Recovery Administration.

Withdrawal of the three-point program was decided upon by the authority during a hurried conference with members of the industry, following a survey of the manufacturers, in which it was found that sentiment for the drastic changes on the whole was lacking.

Earl Constantine, New York City, executive director of the code authority, who sponsored the revisions for the authority, announced, however, that the plan would again be submitted to the administration following another canvass of the industry.

North Carolina manufacturers present included J. H. Hanes, of Winston-Salem, a member of the code authority; E. Lyerly, of Hickory; R. C. Huffman, of Morganton; J. A. Groves, of Albemarle; J. E. Millis, of High Point; Austin Kerr, of Durham; T. R. Durham, of Charlotte. Mr. Durham is executive secretary of the Southern Manufacturers' Association, representing 140 mills in the South.

Designed to correct a condition of overproduction and make less probable a market glut and resultant ridiculous prices, the three-point program of the authority constituted the heart of a long list of modifications to the industry's code including many changes in fair practices provisions.

In effect the plan called for a shutdown of mill operations for two weeks between July 1st and September 1st, each mill selecting the two weeks it preferred; a shortening of productive operation shifts from 40 to 35 hours, and an increase in minimum wage rates generally from \$1.50 to more than \$18 per week.

The code now provides for a limitation of the productive operations of a shift to two 40-hour periods. The effect of the suggested reduction would be to change the total weekly hours from 80 to 70. The proposed increase in wages would not affect materially the incomes of the workers in many of the mills but would, it was explained, have the effect of forcing those few mills, now paying low wages, to increase their labor costs to a point that would make it more difficult for them to continue to take unfair competitive advantage of the majority of plants now paying wages well above the minimum.

Cotton August-May Exports Off 5.2%

Washington.—Exports of American cotton for the period August-May, 1933-1934, were 5.2 per cent smaller than the corresponding period 1932-1933 figures, according to the Bureau of Agricultural Economics, U. S. Department of Agriculture.

Practically all of the decline resulted from smaller exports in April and May, 1934. Exports to Germany, the leading European taker in the last two seasons, declined to 36,956 bales in May against 126,924 bales in March, 1934, and 176,746 bales in May, 1933.

The bulk of the decline may be accounted for in the German orders of March 24th and later prohibiting imports of cotton from that date to May 31st. See "The Germany Cotton Import Control Plan," Foreign Crops and Markets, June 18, 1934.

Exports to Great Britain also have declined sharply in recent months against a year ago.

In the Orient, figures for Japan continue larger than in 1932-1933, but the movement to China has been reduced.

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Contributions on subjects pertaining to cotton, its manufacture and distribution, are requested. Contributed articles do not necessarily reflect the opinion of the publishers. Items pertaining to new mills, extensions, etc., are solicited.

Merchandising

THE Second Section of this issue is devoted to the subject of merchandising. It is published with the idea that under present conditions, too much attention cannot be given to the question of distribution of textile products.

The articles are presented with the idea that they will be interesting and valuable and will bring out some angles of the question that are particularly important at this time.

The textile industry, as one of the most important in the country, has long been regarded as a laggard in advertising. Any number of other industries, which in size and importance, rate far below textiles, annually spend a great deal more money in advertising than do the mills.

The importance of advertising, of sustained promotion of mill products, is best illustrated by the success of those mills which have consistently kept their goods in the public eye.

The Cotton Acreage

THE Government report of 28,024,000 acreage, planted in cotton, was fully 1,000,000 bales under average expectations and is generally considered as bullish.

The acreage planted compares with 40,852,000 in cultivation on July 1, 1933, which was prior to the plow-up campaign which took out of cultivation something over 10,000,000 acres. The acreage picked in 1933 was 30,144,000, but it is generally conceded that the farmers, as a rule, plowed up their poorest fields and the resultant yield of 209.4 lint pounds per acre was due to the "low yield" fields being eliminated.

With 28,024,000 acres planted and no reason to expect less than the normal 3 per cent abandonment, the acres picked should be approximately 27,200,000, and with reasonable assurance that the acreage estimate is more reliable than usual, due to acreage rental contracts, the problem of the cotton textile industry is to determine what yield can reasonably be expected from 27,200,000 acres.

The only way in which the probable yield can be determined, is by applying the lint yield per acre of recent years to 28,024,000 acres less the usual abandonment, or 27,200,000 acres.

The following table gives the bales which would have been obtained from 27,200,000 at the lint yield per acre of recent years:

Years	Lint Yield (Per Acre Picked)		Crop
	Lbs.	Bales	
1921	132	.277	7,534,000
1922	148.8	.311	8,459,000
1923	136.4	.285	7,756,000
1924	165.0	.345	9,384,000
1925	173.5	.357	9,710,000
1926	192.8	.404	10,989,000
1927	161.7	.338	9,094,000
1928	163.3	.342	9,302,000
1929	164.1	.344	9,537,000
1930	157.0	.328	8,922,000
1931	211.5	.442	12,022,400
1932	173.3	.356	9,683,200
1933	209.4	.437	11,886,000
1934	?	?	?

It is generally admitted that the weather up to the present time has not been so favorable as to indicate any very large yield and we therefore can reasonably omit from consideration any such lint yield as occurred in 1926, 1931 or 1933, which were 192.8, 211.5 and 209.4.

With those years eliminated it will be noted that in no other year would 28,024,000 acres planted have produced more than 9,710,000 bales and the figures vary from that to 7,756,000 bales.

A large area in west Texas has suffered from lack of rain while Louisiana and a considerable portion of the Eastern States have had excessive moisture and are now heavily infested with boll weevils.

Cotton has remarkable recuperative powers and it is too early to forecast the yield, but as viewed at present a crop of less than 9,500,000 bales would seem to be indicated.

The acreage of 28,024,000 will probably be somewhat reduced because the Government is now systematically checking the acreage planted and it is reported that several thousand farmers who exceeded their quota must plow up the excess acres or else forfeit all benefits from acreage rented.

The next three weeks will to a large extent tell the tale as related to the probable yield and the weather will have an unusual influence upon the course of cotton prices.

Labor Leader Opposes Strikes

W. B. PLEMMONS, of Asheville, vice-president of the North Carolina Federation of Labor, said in a statement recently issued at Asheville, N. C.:

I cannot understand why any labor union official would permit the workers under his direction to strike now. There is no necessity for a strike. The government has adopted plans for the operation of industry, makes all rules and regulations for employers and workers to go by, and has announced penalties for violations or infringements of the rules and regulations. Therefore, why should the workers go out on a strike?

If labor unions were organized and operated only for the benefit of workers there would be few if any strikes, because, as Mr. Plemmons says, there are now rules and regulations and it is a simple matter to submit to an Industrial Relations Board any dispute which arises.

Unfortunately, labor unions in the textile industry have not been organized by the workers but by non-workers who expect to live on the dues collected from workers, or in other words, the present situation is purely a racket through which a group of non-workers extract money from mill employees.

Those who get their living out of the racket, know that without strikes through which to maintain the enthusiasm of the worker the collection of dues would dwindle to the point that the racket would no longer be profitable.

Mr. Plemmons must be dumb, indeed, if he can not understand why there are strikes.

Prof. Motley Protests

PROF. RAYMOND MOLEY, who left that fountain head of radicalism, Columbia University, to join the brain trust, has arisen to protest against the Nazi government in Germany and said much about Nazi propaganda in the United States.

We can find no record of any protest made by Professor Moley relative to the development of communism in America nor has he had anything to say about the propaganda campaign in this country which the Russian government financed and managed.

The Nazi form of government has appeared in the path of communism and socialism and when those who have been accused of looking

with admiration upon the latter, protest too loudly against the Nazi we are reminded that it is human nature to feel some resentment against competitors.

We have no love for Hitler and his Nazi government but it is at least better than communism and socialism.

Another Piece of Paper Diplomacy

WHEN M. Litvinoff slipped over here and arranged for American recognition of the Soviet Government, we were regaled for weeks with fairy tales of the millions of dollars we were to get from Russia as a result of that brilliant stroke of New Deal diplomacy. What happened? In the way of trade, nothing. When Russia was notified that before she could be granted credit here it would be necessary for her to pay her debts to American investors and to Uncle Sam, M. Litvinoff grew very angry and refused to buy of us on long-term credit at all. If he can't pile up debts and disregard them, he won't have any dealings with us. Great Britain and France recognized Russia ten years ago. And got the same promise that we did of a settlement of her debts in return for new credits. And neither Great Britain nor France has been able to collect a penny. All is not diplomacy that glitters.—*Philadelphia Dispatch*.

When Newspapers Get Taxed

SENATOR HUEY LONG is forcing through the Louisiana Legislature a bill to place a 2 per cent tax on newspaper advertising, and it is interesting and amusing to notice the ravings of certain newspapers who are afraid that the idea will spread to other States.

Newspapers which have ardently approved the 4.2 cents processing tax levied upon cotton mills and have advocated great increases in income taxes, cry aloud at the suggestion that they be called upon to contribute 2 per cent of their advertising to the support of the State. Many of them watched with glee the increase in the burden of taxation as placed upon the backs of others but rave when there is a suggestion that their own burden be increased.

We have no liking for a tax upon advertising and we have a contempt for Huey Long, but it is amusing to see certain radical newspapers which have been advocating increased taxes upon everybody else, wailing at the very idea of an additional tax burden upon their own business.

Inventory Policies and Methods of Cloth Mills

(Continued from Page 6)

description of the effect of forced sales on the price structure, therefore, need not be amplified. It should be noted that such accumulation of stocks was probably much less burdensome in the earlier phases of the industry's development before production facilities became ample. Under the existing conditions of the relation of production facilities to demand, however, the accumulation of large stocks is unwarranted. Even if demand later expands considerably and prices rise appreciably, additional output can very shortly be called forth. This fundamental difference in conditions makes the stock accumulation problem an entirely different one from what it was twenty years ago.

Concretely, what further steps can an independent mill manufacturing staple fabrics take to avoid getting into an unsound inventory position? The mill executives should make a definite decision about the lowest price which they would be willing to accept for cloth rather than to shut down the mill. The decision should be made with full cognizance of all the factors involved and should be revised, perhaps quarterly, as costs or other factors change. Furthermore, at the beginning of each period of operation the mill executives in conjunction with the marketing organization should lay out a definite tentative schedule of operations by constructions with full consideration of the mill's operating problems and costs and the market outlook for the various constructions. Of more importance, however, is the setting of a definite inventory limit on each construction. This figure should represent the maximum amount of cloth which the mill executive and marketing organization believe is justified during the particular period under consideration. In setting such a figure the executives should take into account the financial strength of the mill as well as the size of the probable demand for the particular constructions. It is apparent that in a market as complex as that for standard grey fabrics, conditions may change a great deal during a quarter. In such event, the inventory limits may be changed, but only after full exchange of opinions and facts by both the selling organization and the mill.

Such a simple plan as the one outlined above cannot work miracles. It merely forces the mill and selling executives to give reasonable forethought to some of the basic forces affecting mill operation. It prevents the mill from drifting into an unwieldy stock position without full knowledge and consideration of the possible dangers. Most important of all, it compels the mill executives to give full consideration to the price decisions involved when the inventories reach the limits set under conditions less pressing; they should relate the market and prospective prices to the minimum prices which the mill can accept rather than shut down.

The second general recommendation to manufacturers of standard grey cloths is that they should secure frequently and regularly the best market advice obtainable, and rely on it. In most cases this amounts to much closer co-operation between the mill management and the selling agent. The day of the old impersonal relations between the selling agent and the mill has passed; only in very exceptional cases and for limited periods can a mill afford to set up to run on one or a few standard products and merely request the selling agency to sell at the market. The industry has reached a stage of maturity in which the production organization can in most cases easily and quickly produce what the users want. Under such conditions, the mill can earn profits, not just by producing what is wanted, at the time it is wanted,

and in the amounts it is wanted. In most of the cases in which mills and the selling agencies have come under the same financial control, the authority of those in close contact with the market has been vastly increased as regards the laying out of production schedules and the making of decisions on inventory accumulation. There is no halfway point in this matter. The mills must secure competent market advice, and *rely on it*. If the mill executives cannot rely on the decisions of their marketing organization, because of incompetence or because its interests are at variance with those of the mill, a change in marketing methods is probably necessary.

The third suggestion is a partial corollary of the second one. The converters and users of grey cloth are usually in a better position to know more quickly and more accurately the quantitative and qualitative requirements of their particular markets than are the mill executives or their selling agencies. Several mills which produce standard constructions of perhaps more than average intrinsic quality have found it desirable and beneficial to co-operate with some of the large users of their products. These mills dispose of a substantial portion of the regular production through a small group of converters and manufacturers under more or less permanent relationships. This does not mean that the converters are expected to pay more than the market price. Nor does it mean that these mills put themselves in a vulnerable position by relying entirely on a few customers for distribution. The converters enjoy the advantage of a source of supply of cloth of uniform and satisfactory quality, and the mills enjoy the advantages of market advice and counsel from firms much closer to the ultimate users of the cloth than the mills themselves are. The present organization of the industry is antagonistic to the general adoption of any such plan as this, since, if carried out fully, such an idea would mean integration of the mill and converting sections of the industry. Nevertheless, even with the present organization of the industry, non-integrated grey cloth mills would benefit by even a partial breakdown of the impersonal relations existing between themselves and the users of their products.

METHODS AND ORGANIZATION—STAPLE FABRICS

Among mills manufacturing staple grey cloths, it was almost a universal practice for the mills to submit to their selling agents or direct sales forces a weekly statement listing the following information:

1. The number of looms running on each fabric and construction.
2. The production during the week by constructions.
3. The stock on hand (if any) by constructions.
4. The proposed looms for each construction for the immediate future.
5. The unfilled orders by constructions booked for delivery for three months in advance.

Usually the sales organization posted this information and in the interim between reports corrected it for additional sales or substantial deliveries.

The information which the selling organization received about the mills' costs of production on different fabrics varied widely. In several cases the selling agents maintained central cost departments to which most of the mills forwarded currently all pertinent cost information. In one other case the mills supplied a weekly report giving the selling agent definite information on the costs and profits or losses sustained on each construction. Most of the selling agents, however, receive little or no formal information about the costs of producing the various constructions except in so far as conferences reveal such information. In the majority of cases where cost informa-

tion is supplied there is some financial or ownership tie-up between the selling and mill organizations.

In the last analysis an executive of the mill, usually the treasurer, retains the authority to accept or reject orders and to determine the manufacturing operations of the mill. The power and influence of the selling organizations vary widely in individual cases, however. In some instances the selling agency, because of financial considerations, can dictate the operations of the mill and the prices at which the mill will sell goods. In other cases, common ownership of mills and the selling agency places the major control of operations in the marketing organization. At the other extreme, some of the mills maintain very impersonal relations with their selling agencies and are influenced to only a minor extent in their operating policies by recommendations from the marketing organizations. One large selling agency revealed that on several occasions some of its mills apparently decided to accumulate stocks without including them on the usual weekly reports. Without warning, several million yards of cloth would appear in the weekly inventory report.

The managers of an independent mill who are responsible for the preservation of the investment of the owners cannot allow control over price acceptance and operations to pass entirely out of their hands. There is ample evidence, on the other hand, that many mill managements do not co-operate closely enough with their marketing agencies and do not make full use of the advice and information which are available from that source. Even in normal and prosperous times the managements must base a quick and effective adjustment of production schedules to trade requirements upon a current knowledge of demand, which can be obtained only by constant study of conditions in the cloth markets and in the consumption channels for cloth.

Cotton Acreage Estimated At 28,024,000

Washington.—The Department of Agriculture estimated cotton acreage in cultivation July 1st in the United States at 28,024,000, which was 68.6 per cent of the 40,852,000 acres under cultivation a year ago.

The acreage by States compared with acreage a year ago was:

	1934	1933
Texas	10,914,000	16,050,000
Oklahoma	2,645,000	4,133,000
Arkansas	2,306,000	3,548,000
Mississippi	2,636,000	3,820,000
Alabama	2,215,000	3,210,000
Georgia	2,141,000	2,855,000
South Carolina	1,286,000	1,811,000
North Carolina	977,000	1,320,000
Virginia	57,000	76,000
Florida	88,000	119,000
Missouri	289,000	473,000
Tennessee	760,000	1,152,000
Louisiana	1,237,000	1,767,000
New Mexico	97,000	129,000
Arizona	132,000	140,000
California	225,000	223,000
All others	19,000	26,000

The acreage this year, described as the smallest since 1905, was about 1,700,000 below the 1921 figure, the only year since 1905 in which less than 30,000,000 acres were planted.

The estimated acreage under cultivation on July 1st was 1,954,000 acres, or 6.5 per cent, less than the 29,978,000 harvested last year.

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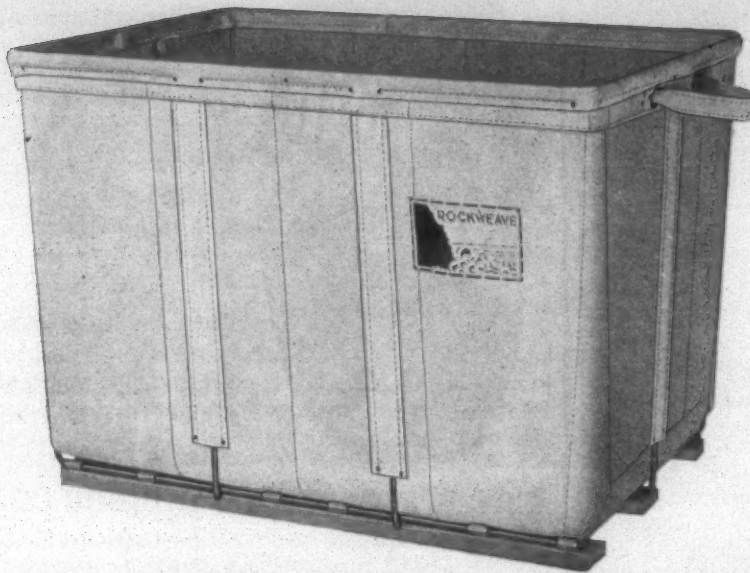
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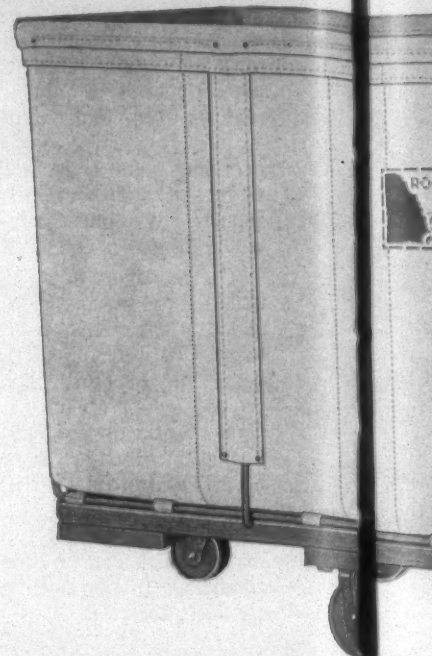
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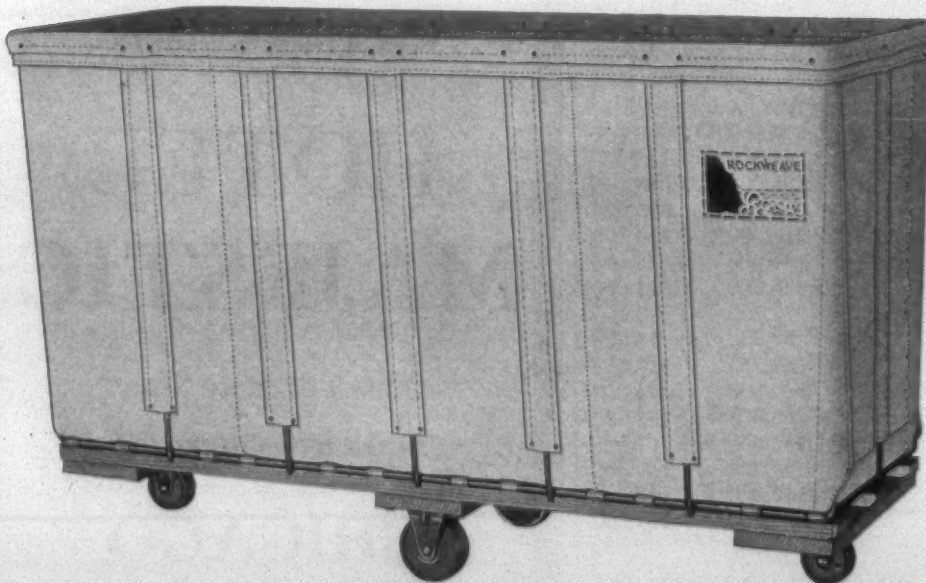
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No. 2115 Long Body Trucks

This truck has the same body as No. 211 basket, but with handles, which are furnished, however, when desired to hosiery and knitting mill use. No side and end projections which might injure persons.



No. 10115 Long Body Trucks

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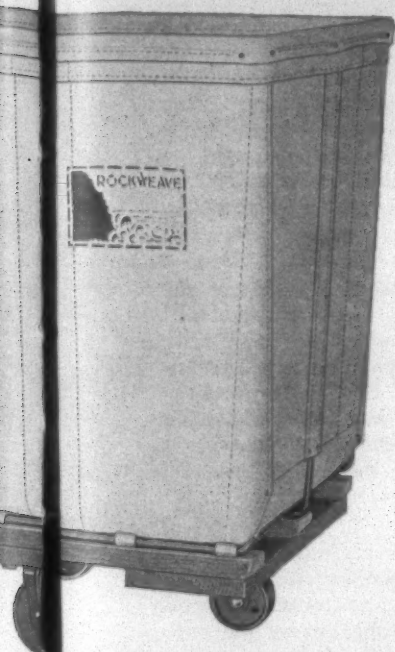
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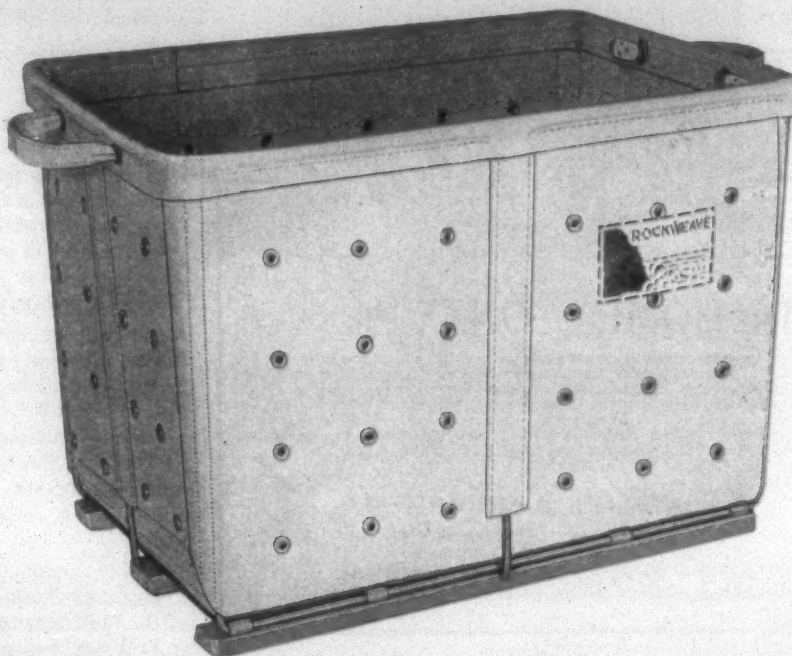
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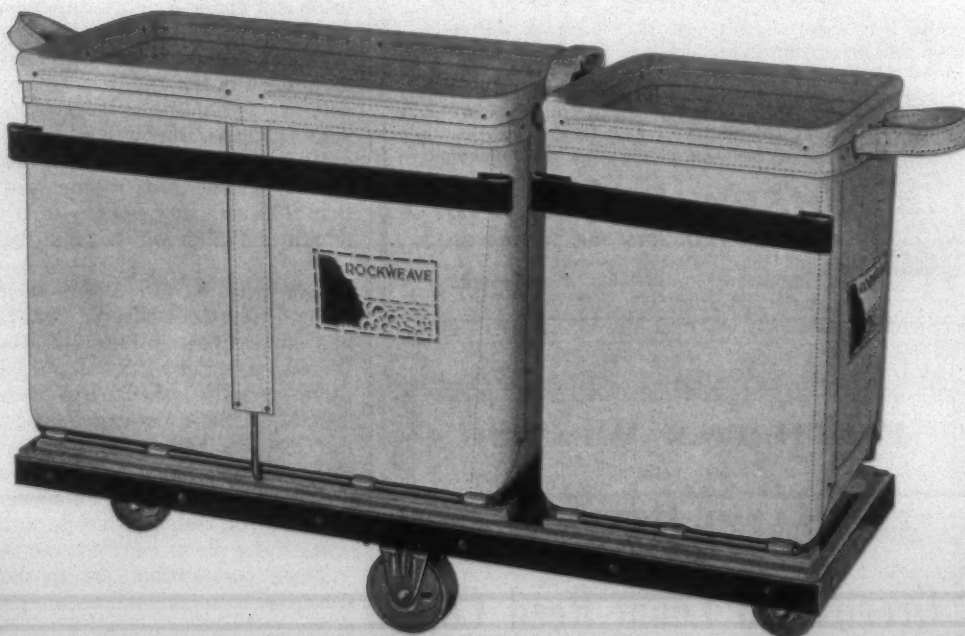
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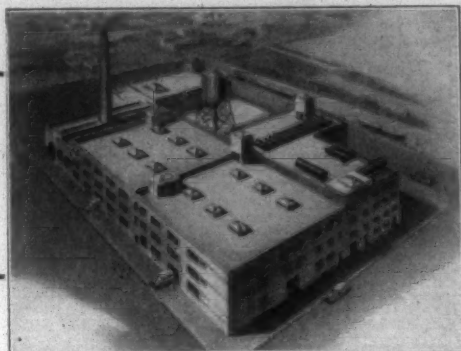
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MILL NEWS ITEMS

UNION, S. C.—The Union-Buffalo Mills have paid a one and three-quarter per cent dividend on its first preferred stock, aggregating \$50,000, according to official announcement. The Monarch Mills, including Ottaray, Lockhart and Monarch in its chain, has paid a 3 per cent dividend on all of its outstanding stock, officials announce.

SALISBURY, N. C.—During a storm Sunday night lightning ran in on an electric switch at the Klumac Cotton Mill, when sparks flew off from the switch box and ignited some cotton nearby. The fire that started caused the sprinkler system to be set into operation and water running into the basement did damage estimated at \$8,000 to a quantity of rayon stored there.

ALAMANCE, N. C.—Work is expected to begin on the installation of additional machinery in the full-fashioned hosiery division of the Standard Hosiery Mills here early this month. The company has announced that an addition to the full-fashioned division of the company and the new equipment would represent an investment of around \$100,000. Three new sections of the saw-tooth type of mill construction is being added to the rear of the present building, enlarging the present structure by three-fifths.

DELANO, TENN.—Plans are under way for reopening of the old Pendergast Cotton Mills. Cotton growers and a T. V. A. subsidiary are considering buying the mill, which has been closed for six years or more. Cotton growers of Polk, McMinn, Monroe, Bradley, Meigs and Hamilton Counties, Tennessee, and Murray County, Georgia, met at the mill when 110 of them subscribed \$10 each.

According to the announcement, plans are for the plant to be run under T. V. A. supervision, with money obtained from the P. W. A. County Agent L. M. Amburgy said that cotton growers who take stock will not only have an interest in the mill, but will have a market for all their cotton. The mill can be bought, it is said, for \$47,500, which includes the big brick building, machinery and 300 acres, 203 in Polk and 103 in McMinn. When the plant was in full operation it employed about 300. The more than 100 company houses, it is understood, will not be rebuilt and labor will be from the farming section.

GASTONIA, N. C.—Acting on a petition filed with the Federal Court at Asheville, under provisions of a new act of Congress passed June 7th, Judge E. Y. Webb of the Western District of North Carolina appointed Robert Goldberg and Clyde C. Armstrong trustees for the American Mills, the American Combed Yarn Corporation and the Gastonia Thread Yarn Mills, Inc.

This trusteeship is temporary and is effective pending a ruling of Judge Webb following a hearing to be held in Asheville on July 28th. It authorizes the trustees to operate the plants of these corporations until that time.

These corporations are in default with the Federal Government to the extent of \$100,000 or more on processing and income taxes. The belief is generally expressed in Gastonia that this step was taken by the Goldbergs to forestall a possible execution by the Federal Government against their plants for the collection of these past due taxes.

MILL NEWS ITEMS

MARION, N. C.—The Lake City Hosiery Mill here has just installed 40 additional knitting machines of the Banner type. This was done to meet the increasing demands of business during the past few months. According to a statement by James A. Lichty, president of the company, the additional machines will increase the production capacity of the mill about 300 dozen pairs of hose per day and will provide employment for about 25 extra girls.

ELIZABETHTON, KY.—Fifty additional sewing machines have been installed in the Kentucky Overall Company's local unit. This new equipment has increased the operating force of the factory by more than seventy operatives. This unit was closed down for several weeks while the installation of the machinery was being made along with alterations preparatory to the expansion of additional space.

MARION, N. C.—Hollman Bros., operating an overall and pants factory at Ridgecrest, will reorganize the company and operate it under a new charter. Operation of the new plant is to begin at once. Thirty workers will be employed at the start.

A group of Marion business men, composed of C. A. Workman, C. F. James, S. Surasky, W. S. Shiflet, J. D. Blanton, W. H. Tate, H. D. Bishop, W. W. Treverton, J. F. Wilkinson, J. E. Neal and J. L. Morgan, will be associated with the Hollmans. The plant will be moved here and set up in the Stott Building on East Court street.

KNOXVILLE, TENN.—The Charles H. Bacon Company hosiery mills in the east Tennessee towns of Lenoir City, Loudon, Cleveland, Morristown and Greenville, are closed for "a vacation," Richard Edge, general manager, of Lenoir City, said. They will reopen July 16th.

He explained: "A public hearing will be held in Washington July 9th on amendments to the hosiery code. One of these amendments proposed to curtail the operation of mills for two weeks. The mill may select the two weeks it wishes to close. We feel that the amendment will be adopted, so decided to take our two weeks. If the amendment is not approved, then we will have been on a two weeks' vacation."

June Decline in Textile Activity Less Serious Than Expected

The decline in activity in the textile industry during the month of June "has been less serious than might otherwise have been expected because of the way cotton consumption held up to relatively high levels," says the *Textile Organon*, published by the Tubize Chatillon Corporation, in its current review of trade conditions. "The possibility of weaving curtailment (now an actuality) plus improved demand for cotton industrial goods have been the main stimulants," says the publication, "but by the same tokens we expect to see the June and July data for the textile curve decline further from the May level."

Shipments of rayon yarns surprisingly showed a gain in June as compared with May. The index figure covering June shipments was 299 as compared with 273 for May and 289 for April. The average for the six months

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ended June was 336 compared with a monthly average of 385 for the full year 1933.

Regarding the rayon market the paper states that it was "quite active around mid-June, but toward the end of the month the dull period resumed. This mid-June consumption spurt, plus the fewer number of working days in June, caused the increase in the unadjusted deliveries index. Also there was possibly some buying of rayon for

future use, in view of the restricted booking period used by the producers, which in turn indicated that the current low price of yarn is a temporary one only." The paper estimates that mid-year stocks of rayon yarn held by producers was not more than five weeks' supply, as compared with eight to ten weeks' supply held at similar periods in the past.

While the publication calls attention to the favorable trend of cotton consumption during June, it adds that "it is believed that cotton consumption will tend downward for the June to August reports." In reference to wool, it expresses the opinion that "we regard the present wool market as unstable, inasmuch as the factors of supply, demand, and price are out of balance."

Commenting upon the consumption of the various fibers for the first half of 1934, the *Organon* states that "the fact that the first half of this year is the worst half-year of the current two-year cycle of textile consumption makes the comparison for the first half of 1934 not only timely, but hopeful. We expect the last half of 1934 will make a much better showing than the first half of this year."

Callaway Mills To Have New Type Of Vocational School

(Continued from Page 4)

N. Ragsdale, formerly vice-president and general manager of the Unity Spinning and Oakleaf plants, as director, is the latest step in the development of the program of functional specialization. With the organization of the personnel department, the plant superintendents are relieved of duties other than those concerned with manufacturing.

The personnel director will be in charge of the employment office for the LaGrange plants, the medical examination department, the vocational school, house repairs in the communities of the different plants, street improvements and beautification of yards, gardens and public parks and grounds.

The program of distributing responsibility is based on the advantages which come from specialized training for specialized duties. The plant superintendent is released from the duties of acting as supervisor of village repairs or of medical examinations for his employees, and is assured of efficient handling of these functions from central offices. He is thereby given more time for the problems of manufacturing. With the establishment of the vocational school to train employees, he is also assured of more efficient workers.

The establishment of the Vocational School is another step in the realization of the vision held by the late Fuller E. Callaway, Sr., founder of the group of mills that bear his name. A pioneer in the field of building wholesome and desirable communities for the employees of his mills, Mr. Callaway established schools for the children in which they were taught many things more than the traditional Three R's, built recreation centers for employees to enjoy in their leisure hours, established churches, provided greenhouses, and furnished people comfortable houses with adequate space for gardens, chickens and flower yards.

When the mantle of responsibility fell upon the shoulders of Cason J. Callaway, president of the organization and elder son of Fuller E. Callaway, he had already imbibed the ideals of his father and in many ways has built upon the foundation so well and wisely laid. In establishing the Vocational School, Fuller E. Callaway, Jr., is efficiently giving further opportunity to all people of the organization to become more proficient workers and in turn happier and better citizens.

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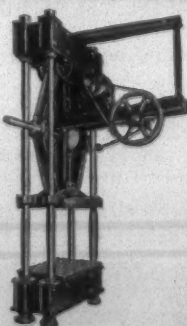
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American Cyanamid & Chemical Corp. —	—K—
Arnold, Hoffman & Co., Inc. —	Keever Starch Co. —
Ashworth Bros. —	—L—
Associated Business Papers, Inc. —	Lang, H. V. —
Atlanta Brush Co. —	Law, A. M. & Co. — 19
Atlanta Harness & Reed Mfg. Co. —	Lincoln Hotel —
Atlas Electric Devices Co. —	Lindley Nurseries —
Atwood Machine Co. —	Loper, Ralph E. Co. —
—B—	Luttrell, C. E. & Co. —
Bahnson Co. —	—M—
Baily, Joshua L. & Co. — 20	Majestic Hotel — 13
Barber-Colman Co. —	Manhattan Rubber Mfg. Div. of Ray-
Barkley Machine Works —	bestos Manhattan, Inc., The —
Belger Co., The —	—N—
Borne, Scrymser Co. —	National Oil Products Co. —
Brookmire, Inc. — 18	National Ring Traveler Co. — 21
Brown, David Co. —	Neisler Mills Co., Inc. —
Bunn, B. H. Co. —	Neumann, R. & Co. —
Butterworth, H. W. & Sons Co. —	N. Y. & N. J. Lubricant Co. —
—C—	Noone, Wm. R. & Co. —
Callaway Mills — 14 and 15	—O—
Campbell, John & Co. —	Ocean Forest Hotel —
Carolina Steel & Iron Co. —	Onyx Oil & Chemical Co. — 16
Charlotte Chemical Laboratories, Inc. —	—P—
Charlotte Leather Belting Co. —	Parks-Cramer Co. —
Ciba Co., Inc. —	Parks & Woolson Machine Co. —
Clark Publishing Co. — 27	Peach, D. W. —
Clements Mfg. Co. —	Perkins, B. F. & Son, Inc. —
Clinton Co. —	Philadelphia Belting Co. —
Corn Products Refining Co. —	Powers Regulator Co. —
Cotton-Textile Institute, Inc. —	Precision Gear & Machine Co. —
Curran & Barry — 20	Provident Life & Accident Ins. Co. —
—D—	—R—
Dary Ring Traveler Co. — 18	Rhodes, J. E. & Sons —
Deering, Milliken & Co., Inc. — 20	Rice Dobby Chain Co. — 27
Detroit Stoker Co. —	Robert & Co. — 1
Dillard Paper Co. — 21	Robinson, Wm. C. & Son Co. —
Dixon Lubricating Saddle Co. —	Rome Soap Mfg. Co. —
Draper Corporation — 5	Roy, B. S. & Son —
Dronfield Bros. —	—S—
Duke Power Co. — 28	Saco-Lowell Shops —
Dunning & Boschert Press Co. — 18	Schachner Leather & Belting Co. —
DuPont de Nemours, E. I. & Co. —	Seydel Chemical Co. — 21
Durant Mfg. Co. —	Seydel-Woolley Co. — 27
—E—	Sherwin-Williams Co. — 16
Eaton, Paul B. — 19	Soluol Corp. —
Emmons Loom Harness Co. —	Sipp-Eastwood Corp. —
Engineering Sales Co. —	Sonoco Products —
Enka, American —	Southern Ry. — 7 and 26
Esterline-Angus Co., The —	Southern Spindle & Flyer Co. —
Excel Machine Co., Inc. —	Stanley Works —
—F—	Steel Heddle Mfg. Co. —
Firth-Smith Co. — 17	Stein, Hall & Co. —
Foster Machine Co. —	Stevens, J. P. & Co., Inc. — 20
Benjamin Franklin Hotel —	Stewart Iron Works Co. —
Franklin Process Co. —	Stone, Chas. H. —
—G—	—T—
Garland Mfg. Co. —	Terrell Machine Co. —
Gastonia Brush Co. —	Texas Co., The —
General Dvestuff Corp. — 9	Textile Banking Co. —
General Electric Co. —	Textile Finishing Machinery Co. —
General Electric Vapor Lamp Co. —	Textile Hall Corp. —
Goodrich, B. F., Rubber Co. — 13	Textile Shop, The —
Goodyear Tire & Rubber Co. —	—U—
Governor Clinton Hotel —	U. S. Bobbin & Shuttle Co. —
Grasselli Chemical Co., The —	U. S. Ring Traveler Co. —
Graton & Knight Co. —	Union Storage & Warehouse Co. —
Green Park Hotel —	Universal Winding Co. —
Greensboro Loom Reed Co. — 16	—V—
—H—	Veeder-Root, Inc. —
Hart Products Corp. —	Victor Ring Traveler Co. —
H & B American Machine Co. —	Viscose Co. —
Hermas Machine Co. —	—W—
Houghton, E. F. & Co. —	WAK, Inc. —
Houghton Wool Co. —	Waltham Watch Co. —
Howard Bros. Mfg. Co. —	Washburn Printing Co. —
Hudson Industrial Co. —	Wellington, Sears Co. —
Hygroilt, Inc. —	Whitin Machine Works —
—I—	Whitinsville Spinning Ring Co. — 27
Industrial Rayon Corp. — 2	Wolf, Jacques & Co. —
—J—	
Jackson Lumber Co. — 17	

Would Include

Silk in Code

Washington.—Members of the Code Authority of the textile processing industry presented a public hearing conducted by W. L. O'Brien, Jr., amendments to the code for the tex-

tile industry that would provide for the inclusion of silk yarns in the list of those coming under the code. Another provision would limit to 80 hours a week the operation of winders, warpers, coppers or quillers, section beamers, beamers and slashers when used in commission winding, warping and beaming of yarns of silk,

rayon, or other synthetic yarns or combinations of these in preparation for use on looms 16 inches or over. This amendment would be subject to amendment of a provision in the code for the silk textile industry to provide for the limitation of machine hours of similar machinery.

Use Mill To Make Hose For Needy

Durham.—An application authorizing the usage of one unit of cotton hosiery manufacturing equipment of the Durham Hosiery Mills has been filed by local relief officials with ERA headquarters in Raleigh. The equipment recently was leased by the local relief administration for the manufacture of hosiery for the State's needy.

The hosiery, which will supply probably 60 per cent of those depending on relief organizations, will be manufactured entirely by relief labor. It will be exchanged with other sections of the State for different things which they manufacture that are needed here.

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Municipal Bonds

PUBLIC SALE OF SILK MILLS

BY VIRTUE OF THE POWER AND AUTHORITY in us, the undersigned Trustees vested, under and by virtue of a trust deed executed by the Fayetteville Silk Mills Company, dated the 1st day of October, 1930, which trust deed may be found entered of record in the Register's Office of Lincoln County, Tennessee, in Trust Deed Book 63, page 89, we, the undersigned, will sell

ON THE PREMISES, IN THE TOWN OF FAYETTEVILLE, 8TH CIVIL DISTRICT OF LINCOLN COUNTY, TENNESSEE, ON SATURDAY, the 28th DAY OF JULY, 1934, at about 1:30 P. M., to the highest bidder for cash, free from and in bar of the right of redemption, the lot, building and real estate, machinery, shafting, equipment and furniture and all of the property covered under and by virtue of the provisions of said trust deed, and being the property known as the Fayetteville Silk Mills property, located in said town of Fayetteville, Tennessee, said sale being made for the purpose of satisfying the indebtedness secured by said trust deed, and secured under and by virtue of the terms thereof, to which said trust deed reference is here had for further particulars. Said property will be sold as a whole, and as one plant, and as directed by said trust deed.

This the 12th day of June, 1934.

J. A. MOORES,
C. F. BAGLEY,
H. E. DRYDEN,
Trustees.

Paul B. Eaton

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COTTON GOODS

New York.—Cotton goods markets were generally quiet last week, but prices held firm in spite of the numerous low bids. The holiday for the Fourth and the fact that a great many mills were closed for the entire week tended to keep trading interest at a low point. The situation in coarse yarn gray goods is steadily improving, due to the reduced output and the better business done in June. It is believed here that the outlook for fall business is very good.

The print cloth list stood at $8\frac{3}{4}c$ for 39-inch 4-yard 80 squares, although there was insistent bidding for quick deliveries $\frac{1}{8}c$ lower. Efforts were made unsuccessfully to uncover second hand offerings. On the 39-inch 4.75-yard 68x72s there was little real interest, but it was said that small lots were moved for quick shipment at $7\frac{1}{2}c$.

In the sheeting division, some of the same type of inquiry which had come on narrow print cloths developed, with results equally unsatisfactory. Sheeting prices were said to have fallen off slightly during the week on some numbers, but the list generally was strong.

There was some scattered business in some of the fancy goods but generally fine goods markets were not greatly active. The usual experience of sellers was that they could not interest buyers in anything other than small spot lots to be taken against quick needs. Standard fine yarn constructions were held at unchanged prices, chiefly because there was insufficient interest either to permit of attempts to wrest concessions or to cause mills to make any effort to put through advances. The fancies in some lines showed signs of continued activity, although there had been some falling off in the volume of sales of such fabrics since the previous week. The outlook was considered somewhat more favorable for the remainder of the summer, since it was considered very likely that, having started earlier on operations for spring, 1935, converters would be in a position to handle a wider range of goods.

Print cloths, 28-in., 64x60s	43 $\frac{3}{4}$
Print cloths, 27-in., 64x60s	45 $\frac{3}{4}$
Gray goods, 38 $\frac{1}{2}$ -in., 64x60s	65 $\frac{3}{4}$
Gray goods, 39-in., 80x80s	87 $\frac{3}{4}$
Gray goods, 39-in., 68x72s	71 $\frac{1}{2}$
Brown sheetings, 3-yard	91 $\frac{1}{2}$
Brown sheetings, 4-yard, 50x60s	83 $\frac{3}{4}$
Brown sheetings, standard	10
Tickings, 8-ounce	181 $\frac{1}{2}$
Denims	151 $\frac{1}{2}$
Dress ginghams	161 $\frac{1}{2}$
Staple ginghams	91 $\frac{1}{4}$
Standard prints	71 $\frac{1}{4}$

J. P. STEVENS & CO., Inc.

Selling Agents

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First Year Under the Code

(Continued from Page 3)

for its workers under the code, the stockholder is still the forgotten man. Unhappily, the progress which industry made during the latter half of 1933 toward a sounder financial position has been largely reversed during recent months. Today we are again confronted with profitless operations, closely bordering on pre-code conditions. Among the factors which have induced these conditions must be recognized a growing apprehension on the part of business management over the trend in recent legislation. Confidence must be restored if gains already attained in working conditions are to be maintained. Threatened legislation in the last Congress has so distracted men's minds as to retard their efforts toward improved business. Confidence in the fall and winter gave way to apprehension in the spring.

Sound economic and social improvement cannot be expected without a feeling of security in our monetary policy, without a knowledge that the national budget will be balanced, without confidence in the integrity and soundness of American business, and without recognition of the rank and gle of American business men as national assets to be conserved and protected like other national resources.

In regard to the immediate future of the NRA we offer the following concrete recommendations:

1. Full responsibility should be placed on those code authorities that have demonstrated capacity for sound economic thinking and a proper regard for the public interest.

2. If code authorities are to be held responsible to the Government for the conduct of their industries, the right to exercise administrative power must accompany such responsibility, always subject to governmental veto if this right is abused. If Government is to assume the initiative for industry, industrial leadership will be destroyed and in its place will follow an inefficient and burdensome bureaucracy.

3. Removal of the fear that basic code provisions may be subjected to further experimentation before policies heretofore agreed on can be fairly tested by experience.

4. Rigid enforcement of code provisions and prompt effective action by the Government in case of wage and hour violations.

5. Avoidance of any compromise of principle or unwillingness to deal with facts in the face of threatened force, either from employers or employees.

6. A never-relaxing recognition of the partnership relation between industry and Government—thus increasing the willingness and desire of individual business men to co-operate whole-heartedly with their respective code authorities and with the Government.

Cotton Mill Taxes Are Being Surveyed

The extent to which State, local, national and processing taxes are a burden to the cotton textile industry may become widely publicized during the fall, if mills will co-operate in a survey just undertaken by the Cotton-Textile Institute in co-operation with several other business groups.

Mills have been asked to fill out a questionnaire giving the total amounts of taxes paid under the following headings: Federal taxes other than processing taxes, State taxes, local and other taxes, total of these three items, and processing taxes. The figures are to cover the period between July 1, 1933, and June 30, 1934, and should include any taxes paid or falling due within that period.

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Industrial Rayon Corp., Cleveland Ohio. Sou. Reps., J. H. Mason, P. O. Box 897, Greensboro, N. C.; Bruce Griffin, 1123 Elizabeth Ave., Charlotte, N. C.; W. L. Jackson, 920 Provident Bldg., Chattanooga, Tenn.

Jacobs Mfg. Co., E. H., Danielson, Conn. Sou. Rep., W. Irving Bullard, Treas., Charlotte, N. C. Mgr. Sou. Service Dept., S. B. Henderson, Greer, S. C.; Sou. Distributors, Odell Mill Supply Co., Greensboro, N. C.; Textile Mill Supply Co., and Charlotte Supply Co., Charlotte, N. C.; Gastonia Mill Supply Co., Gastonia, N. C.; Shelby Supply Co., Shelby, N. C.; Sullivan Hdw. Co., Anderson, S. C.; Montgomery & Crawford, Spartanburg, S. C.; Industrial Supply Co., Clinton, S. C.; Carolina Supply Co., Greenville, S. C.; Southern Belting Co., Atlanta, Ga.; Greenville Textile Mill Supply Co., Greenville, S. C., and Atlanta, Ga.; Young & Vann Supply Co., Birmingham, Ala.; Waters-Garland Co., Louisville, Ky.

Johnson, Chas. E., Paterson, N. J. Sou. Rep., Carolina Specialty Co., Charlotte, N. C.

Keever Starch Co., Columbus, O. Sou. Office, 1200 Woodside Bldg., Greenville, S. C.; Daniel H. Wallace, Sou. Axt. Sou. Warehouses, Greenville, S. C.; Charlotte, N. C.; Burlington, N. C. Sou. Rep., Claude B. Her, P. O. Box 1233, Greenville, S. C.; Luke J. Castle, 515 N. Church St., Charlotte, N. C.; P. M. Wallace, 2027 Morris Ave., Birmingham, Ala.

Keweenaw Machinery & Conveyor Co., Keweenaw, Ill. N. C. and S. C. Rep., Engineering Sales Co., 601 Builders' Bldg., Charlotte, N. C.

Lyon Metal Products, Inc., Aurora, Ill. N. C. and S. C. Rep., Engineering Sales Co., 601 Builders' Bldg., Charlotte, N. C.

Manhattan Rubber Mfg. Div. of Raybestos-Manhattan, Inc., Passaic, N. J. Sou. Offices and Reps., The Manhattan Rubber Mfg. Div., 1108 N. Fifth Ave., Birmingham, Ala.; Alabama—Anniston Anniston Hdw. Co.; Birmingham, Crandall Eng. Co. (Special Agent); Birmingham, Long-Lewis Hdw. Co.; Gadsden, Gadsden Hdw. Co.; Huntsville, Noonlin Hdw. & Supply Co.; Tuscaloosa, Allen & Jamison Co.; Montgomery, Teague Hdw. Co.; Florida—Jacksonville, The Cameron & Barkley Co.; Miami, The Cameron & Barkley Co.; Tampa, The Cameron & Barkley Co.; Georgia—Atlanta, Amer. Machinery Co.; Columbus, A. H. Watson (Special Agent); Macon, Bibb Supply Co.; Savannah, D. DeTreville (Special Agent). Kentucky—Ashland, Ben Williamson & Co.; Harlan, Kentucky Mine Supply Co.; Louisville, Graft-Pelle Co.; North Carolina—Asheville, T. S. Morrison & Co.; Charlotte, Charlotte Supply Co.; Durham, Dillon Supply Co.; Elizabeth City, Elizabeth City Iron Works & Supply Co.; Fayetteville, Huske Hwe. House; Goldsboro, Dewey Bros.; High Point, Kester Machinery Co., and Reeson Hwe. Co.; Lenoir, Bernhardt-Seagle Co.; Gastonia, Gastonia Belting Co.; Raleigh, Dillon Supply Co.; Wilmington, Wilmington Iron Works; Shelby, Shelby Supply Co.; Winston-Salem, Kester Machinery Co.; South Carolina—Anderson, Sullivan Hdw. Co.; Charleston, The Cameron & Barkley Co.; Clinton, Industrial Supply Co.; Columbia, Columbia Supply Co.; Greenville, Sullivan Hdw. Co.; Sumter, Sumter Machinery Co.; Spartanburg, Montgomery & Crawford, Tennessee—Chattanooga, Chattanooga Belting & Supply Co.; Johnson City, Summers Hdw. Co.; Knoxville, W. J. Savage Co.; Nashville, Buford Bros., Inc. Service Rep., J. P. Carter, 62 North Main St., Greer, S. C. (Phone 186). Salesmen, E. H. Olney, 101 Gertrude St., Alta Vista Apts., Knoxville, Tenn.; C. P. Shook, Jr., 1031 North 30th St., Birmingham, Ala.; B. C. Nabers, 2519 27th Place S., Birmingham, Ala.; R. T. Rutherford, 1213 Harding Place, Charlotte, N. C.

National Oil Products Co., Harrison, N. J. Sou. Reps., R. B. MacIntyre, Charlotte, N. C.; G. H. Small, 210 Sixth St., N. E., Atlanta, Ga. Warehouse, Chattanooga, Tenn.

National Ring Traveler Co., 357 W. Exchange St., Providence, R. I. Sou. Office and Warehouse, 121 W. First St., Charlotte, N. C. Sou. Agt., C. D. Taylor, Gaffney, S. C. Sou. Reps., L. E. Taylor, Box 273, Atlanta, Ga.; Otto Pratt, Gaffney, S. C.; H. B. Askew, Box 273, Atlanta, Ga.

Neumann & Co., R., Hoboken, N. J. Direct Factory Rep., Greenville Belting Co., Greenville, S. C.

N. Y. & N. J. Lubricant Co., 292 Madison Ave., New York City. Sou. Office, 601 Kingston Ave., Charlotte, N. C.; Lewis W. Thomason, Sou. Dist. Mgr. Sou. Warehouses, Charlotte, N. C.; Spartanburg, S. C.; New Orleans, La., Atlanta, Ga., Greenville, S. C.

Orleans Bobbin Works, Newport, Vt. N. C. and S. C. Rep., Engineering Sales Co., 601 Builders' Bldg., Charlotte, N. C.

Osborn Mfg. Co., Materials Handling Div., 5401 Hamilton Ave., Cleveland, O. N. C. and S. C. Rep., Engineering Sales Co., 601 Builders' Bldg., Charlotte, N. C.

Onyx Oil & Chemical Co., Jersey City, N. J. Sou. Rep., Edwin W. Klumph, 1716 Garden Terrace, Charlotte, N. C.

Perkins & Son, Inc., S. F., Holyoke, Mass.

Philadelphia Belting Co., High Point, N. C., E. J. Payne, Mgr.

Rhoads & Sons, J. E., 35 N. Sixth St., Philadelphia, Pa. Factory and Laundry, Wilmington, Del.; Atlanta Store, C. K. Mitchell, Mgr.

Robinson & Son Co., Wm. C., Dock and Caroline Sts., Baltimore, Md. Sou. Office, Charlotte, N. C.; B. D. Heath, Sou. Mgr. Reps., Ben F. Houston, Charlotte, N. C.; Fred W. Smith, Charlotte, N. C.; H. J. Gregory, Charlotte, N. C.; A. R. Brand, Belmont, N. C.; Porter H. Brown, No. 6 Bellflower Circle, Chattanooga, Tenn.; Jasper M. Brown, Charlotte, N. C.; C. M. Greens, 1101 W. Market St., Greensboro, N. C.

Saco-Lowell Shops, 147 Milk St., Boston, Mass. Sou. Office and Repair Dept., Charlotte, N. C.; Walter W. Gayle, Sou. Agent; Branch Sou. Offices, Atlanta, Ga.; John L. Graves, Mgr.; Greenville, S. C.

Sanford Mfg. Co., Box 101A, Sanford, N. C.

Seydel Chemical Co., Jersey City, N. J. Sou. Rep., W. T. Smith, Greenville, S. C.; Seydel-Woolley Co., 748 Rice St. N. W., Atlanta, Ga.

Sherwin-Williams Co., The, Cleveland, O. Sou. Reps.: E. H. Steger, 212 W. First St., Charlotte, N. C.; R. B. Olney, 158 E. Main St., Spartanburg, S. C.; W. O. Masten, 2308 S. Main St., Winston-Salem, N. C.; W. B. McLeod, 245 W. Freeman St., Norfolk, Va.; G. N. Jones, 207 Glascock St., Raleigh, N. C.; John Limbach, 233 Peachtree St., Atlanta, Ga.; D. S. Shimp, 3 Cummins St., Nashville, Tenn. Warehouses at Philadelphia, Charlotte, Spartanburg, Atlanta, Columbus, Nashville, Newark and Boston.

Sipp-Eastwood Corp., Paterson, N. J. Sou. Rep., Carolina Specialty Co., Charlotte, N. C.

Solui Corp., 123 Georgia Ave., Providence, R. I. Sou. Rep., Eugene J. Adams, Terrace Apts., Anderson, S. C.

Sonoco Products Co., Hartsville, S. C. Southern Spindle & Flyer Co., Charlotte, N. C.

Standard Conveyor Co., N. St. Paul, Minn. N. C. and S. C. Rep., Engineering Sales Co., 601 Builders' Bldg., Charlotte, N. C.

Stanley Works, The, New Britain, Conn. Sou. Office and Warehouse, 552 Murphy Ave., S. W., Atlanta, Ga.; H. C. Jones, Mgr.; Sou. Rep., Horace E. Black, P. O. Box 424, Charlotte, N. C.

Steel Heddle Mfg. Co., 2109 W. Allegheny Ave., Philadelphia, Pa. Sou. Office and Plant, 621 E. McFee Ave., Greenville, S. C.; H. E. Littlejohn, Mgr. Sou. Reps., W. O. Jones and C. W. Cain, Greenville office.

Stein, Hall & Co., Inc., 355 Madison Ave., New York City. Sou. Office, Johnston Bldg., Charlotte, N. C.; Ira L. Griffin, Mgr.

Stewart Iron Works, Cincinnati, O. Sales Reps., Jasper C. Hutto, 111 Latta Arcade, Charlotte, N. C.; Peterson-Stewart Fence Construction Co., 241 Liberty St., Spartanburg, S. C.

Stone, Chas. W., Stone Bldg., Charlotte, N. C.

Terrell Machine Co., Charlotte, N. C. E. A. Terrell, Pres. and Mgr.

Textile-Finishing Machinery Co., Providence, R. I. Sou. Office, Johnston Bldg., Charlotte, N. C.

Textile Shops, The, Franklin St., Spartanburg, S. C. E. J. Eaddy, Sec. and Treas.

U. S. Bobbin & Shuttle Co., Manchester, N. H. Sou. Plants, Monticello, Ga. (Jordan Div.); Greenville, S. C.; Johnson City, Tenn. Sou. Reps., L. K. Jordan, Sales Mgr., Monticello, Ga.

Universal Winding Co., Providence, R. I. Sou. Offices, Charlotte, N. C., Atlanta, Ga.

U. S. Ring Traveler Co., 159 Aborn St., Providence, R. I. Sou. Reps., William W. Vaughan, P. O. Box 792, Greenville, S. C.; Oliver B. Land, P. O. Box 158, Athens, Ga.

Veeder-Root Co., Inc., Hartford, Conn. Sou. Office, Room 1401 Woodside Bldg., Greenville, S. C.; Edwin Howard, Sou. Sales Mgr.

Victor Ring Traveler Co., Providence, R. I., with Southern office and stock room at 137 S. Marietta St., Gastonia, N. C. also stock room in charge of B. F. Barnes, Jr., Mgr., 1733 Inverness Ave., N.E., Atlanta, Ga.

Viscose Co., Johnston Bldg., Charlotte, N. C., Harry L. Dalton, Mgr.

WAK, Inc., Charlotte, N. C. W. A. Kennedy, Pres.; F. W. Warrington, field manager.

Whitin Machine Works, Whitinsville, Mass. Sou. Offices, Whitin Bldg., Charlotte, N. C.; W. H. Porcher and R. I. Dalton, Mgrs.; 1317 Healey Bldg., Atlanta, Ga. Sou. Reps., M. P. Thomas, Charlotte Office; I. D. Wingo and M. J. Bentley, Atlanta Office.

Whitinsville Spinning Ring Co., Whitinsville, Mass. Sou. Rep., Webb Durham, 2029 E. Fifth St., Charlotte, N. C.

Wolf, Jacques & Co., Passaic, N. J. Sou. Reps., C. R. Bruning, 1202 W. Market St., Greensboro, N. C.; Walter A. Wood Supply Co., 4517 Rossville Blvd., Chattanooga, Tenn.

Textile Operatives Mill Owners' Guests

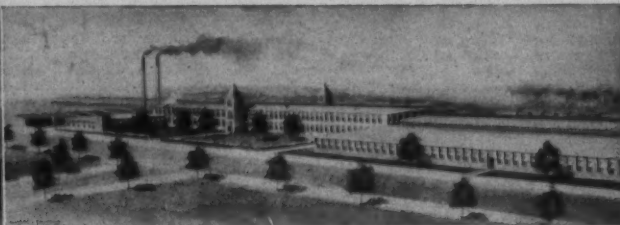
Kinston, N. C.—Several hundred employees and a few invited guests enjoyed the hospitality of the Caswell Mills, Inc., in the annual picnic spread on the lawn at the mill property in West Kinston.

An old-fashioned North Carolina basket dinner was spread on improvised tables and lemonade, ice cream and popsicles furnished by the mill company. It was a delicious repast.

The Caswell Mills, Inc., has been operating for a year. The company was organized a year ago with R. O. Roberts as president and T. S. Maynard, secretary. The new company took over the mill property of the Caswell Mills, which had been closed down for a year or two, and has been working regularly since.

There were, according to Mr. Roberts, 360 on the past week's payroll.

The employees, members of their families and guests numbered six or seven hundred. A picture was made of the group as it assembled at the tables preparatory to "attacking" the goodies. There was no ceremony except pronouncement of the blessing by Rev. Paul Root, community minister.



VISITING THE MILLS

Edited by Mrs. Ethel Thomas Dabbs

HOUSTON, TEX.

HOUSTON COTTON MILLS CO.

Those of you who have never been fortunate enough to journey this far West have missed one of the most beautiful drives that we know, especially when the water hyacinths are in bloom. They literally cover both sides of the canal, known as "The Teche." Houston is quite a long jump from New Orleans, something over four hundred miles, to be exact, but the scenery en route makes this a very short trip compared to some that we make from time to time.



Houston Cotton Mills Co. operates 6,640 spindles on cotton twines. Superintendent R. L. Smith gave me the run of the place. Incidentally Mr. Smith is quite a fisherman, as the accompanying picture shows him (on right) with his overseer carding. These fish were caught as what is known as "Fisherman's Paradise," near Houston.

BERRYTON, GA.

A BEAUTIFUL CLUB HOUSE BUILT BY OPERATIVES.

Some people don't know what to do with leisure time and often squander it recklessly or use it in a way that is detrimental to progress or injurious to health.

Not so with the good people of Berryton Mills, who went to the woods, cut and hauled logs and built one of the nicest club houses we have seen, in a beautiful terraced park and near a fine big spring of water that gushes from under a hill.

Mr. Brotherton, office manager, and wife, have a home adjoining the club house grounds and their artistic surroundings, with green lawns and pretty water fountains, blend harmoniously with the terraced park. Mr. and Mrs. Brotherton have been leading factors in the garden club and in building the club house.

The huge fireplace with grand rock mantle is a work of art. The entire building is nicely furnished with rustic and cane furniture, which was donated from homes in the village and business firms in Rome and other nearby places.

The kitchen has a stove, running water, plenty dishes, cabinets, etc., and is a delightful place.

On the lawn, arrangements are perfect for cooking bar-

becue and serving picnics. In fact, nothing could be nicer or more convenient as a whole.

The people of Berryton Mill are to be commended for their civic pride and community spirit. They are building up, while so many others are tearing down, and we feel just like waving our old bonnet and yelling, "Hurrah for Berryton!"

Helen Wood, niece of Mrs. Brotherton, and Evelyn Reaves showed us over the club house.

J. R. Tedder, second hand in winding, was captain of the timber crew that went to the woods and cut logs for the club house building. But everyone did something to help.

The girls at Berryton are rosy-cheeked, bright-eyed, very neat in dress and charming in manner. In fact, this whole place and people are delightful, and one feels like prolonging a visit among them.

THE KEY MEN

Superintendent T. B. Reynolds is personally interested in every operative, and rejoices in the fact that they are interested in themselves, each other, the community and their mill company. With all pulling together, this mill has run when others were forced to stop. Loyalty and co-operation keeps the wheels of industry turning, and nothing else will.

The overseers are as fine as can be, and much of the success of this mill and the happy atmosphere surrounding it can be traced to their friendliness, tact and efficiency. The following read our paper:

W. C. Hardy, carder, and A. E. Strange, spinner; Lewis Helton, Fred Ponder, Grady Kinsey and C. B. Helton, section men in spinning; J. O. Dendy, overseer spinning, second shift; H. J. Kellett, second hand in winder room; George M. Koonce, winder; T. F. Butler and R. T. Edge, oilers; W. R. Lee and A. J. Dean, card grinders; P. M. Kinsey, fly-frame fixer; Chas. Young, overseer carding, third shift; Milton Reynolds, on carding, second shift.

L. A. Hudson is master mechanic; R. H. Hogan, machinist.

Henry Bradford, general manager; Mr. Brotherton, office manager; Miss Jimmie Caudle, cashier and stenographer.

Milton Reynolds, son of the superintendent, is a bachelor and we are wondering "how come," with so many pretty girls around.

"UNCLE HAMP" STILL IN BED

On Monday, June 25th, Uncle Hamp had an attack of heart trouble, resulting in a ruptured blood vessel, followed by severe hemorrhages that came near being fatal. This is the reason I am behind with my "travelettes," and I know my friends will forgive the delay. He is some better and we hope he will soon recover entirely. He has been confined to the bed two weeks today—Monday, July 19th.

CUREO, TEX.

The Guadalupe Valley Cotton Mills at Cureo, Texas, have 8,300 spindles and 208 looms on duck and osnaburgs. The plant is operating under code, full time.



Cureo is a beautiful town, surrounded by rolling hills and fine ranches. The best known tree in Texas is the Mesquite, resembling our own elm. Farm lands around Cuero are second to none, and we saw some mighty fine vegetables.

On our second trip through the State of Texas, have been very much impressed with the number of heavyweights found in the mills. The picture herewith is one of 'em—a Mr. Starnes—38 years old, weighs 300 pounds and his growth was probably stunted because he began work when he was 12 years old.

Was very sorry that we missed seeing our good friend, Mr. McMahon, whom we met last year, but we want to thank the superintendent, J. O. Wilson, and his staff of able assistants for a good time.

TRION, GA.

THE TRION CO. A LARGE CONCERN—HAS COMPLETE TOWN AND WORKS UNDER EIGHT SEPARATE CODES.

There's something in my make-up that refuses defeat, and that's why I tried for the third year to locate N. Bernard Murphy, live-wire young vice-president and manager, and genial A. D. Elliott, superintendent. This time I was successful and was given a cordial welcome that repaid for all former disappointments.

Trion is one of the prettiest mill towns in the South, with a handsome monument to the World War soldiers standing sentinel in the lovely court in front of the mills. The sculptor, Viquesney, has given to the world a work of art in a true conception of the American Doughboy—so alert, so life-like, that one can almost hear him yell defiance to his foes.

The name of every soldier from that county is inscribed on the tall marble monument, those who died in action, marked by a star. The life-size doughboy on top is of bronze. This, in the center of a large and broad paved horseshoe drive, with Glove Factory and offices to the right, business houses around the curve, and the big cotton mill to the left, green lawns and pretty shrubbery makes a lovely picture.

A COMPLETE COMMUNITY

There's a hotel, barber shop, ice plant, laundry, stores, theatre, Y. M. C. A., churches, schools, hospital, Girls' Home, service stations, a farm and dairy—and probably other things we overlooked. In fact, The Trion Co. operates under eight codes and adheres strictly to all.

Reigle Hospital and Leila Reigle Hall are new additions and are perfect in every detail.

The hospital has 30 beds, four full-time doctors and several nurses.

The beds are latest models, with nurse's cot underneath to slide out when needed.

There's a major and a minor operating room; dental department, with four operating rooms; a department for eye, near, nose and throat ailments and a specialist in charge. There are two laboratory men, a baby specialist and everything else needed or desired.

The equipment is modern in every particular—X-ray machine, surgical tools of every kind, sterilizing machines, etc., are as perfect as any hospital can boast of. The furnishings cost \$40,000, to say nothing about the cost of the building. And all this for mill operatives.

Leila Reigal Hall is a lovely home for girls, many of whom live 25 miles away and work in the glove factory. Here they have a well chaperoned home, with cosy parlors and sitting rooms and a big, roomy lobby. They get board and 50 cents worth of laundry for \$4.00 per week! No, it can't be done, but is!

The dining room is large and spacious; has 35 tables that will each seat eight.

The kitchen equipment is electric and a highly efficient chef is in charge. Service is cafeteria style, which simplifies matters very much, and is greatly liked by the girls.

Mrs. Hodges, the matron, is a lovely lady and showed me some of her menus for the previous week. And, believe me, they looked like \$10.00 a week would have been reasonable board.

This building is three stories high, has 78 large bedrooms, containing two beds each. There is room here for around 300 girls. Lucky girls!

The Y. M. C. A. has swimming pool, basket and volley ball, reading rooms, etc., and there are no membership dues. Everything free to employees.

I am indebted to Mr. Murphy for a view of the Glove Factory and a visit to the hospital, and other places.

Superintendent Elliott escorted me over the big, nice mill, where I saw overseers who had been on the job for many years. But first I met Mr. Elliott's assistant and who should it be but Ralph Hardiman—"Rip," as they called him in Newberry, where he grew up. And he's so modest he did not want to "get in print" as assistant superintendent! Ralph is a son of W. H. Hardiman, formerly for many years overseer weaving in Newberry, S. C., but for the past five years manager and superintendent of Consolidated Textile Corp., LaFayette, Ga.

OVERSEERS

L. B. Colvert, overseer carding, has been here 27 years; W. A. Worsham, R. L. Steele, J. P. Whitehead and Charlie Moon are second hands.

O. W. Smith, overseer spinning, has been here 16 years; he is assisted by G. A. Smith and J. A. Hammond, on first shift, and by E. F. Worsham and Charlie Ragland, second shift.

T. H. Pennington is overseer weaving and slashing; N. H. Rutherford, assistant overseer weaving, with Tom Arden and Lloyd Haynes, slasher foremen.

Ernest Williams, overseer the cloth room, with Carl Williams, assistant.

Next time I go to Trion I shall take a kodak and get some pictures to prove my claims for the beauty of the surroundings.

THE GLOVE FACTORY

Several hundred employees make good wages here, and all but there or four were trained here. Machinery has been ordered for additions that will give work to another hundred. This is the only factory of the kind I have ever seen, and it is impossible to do it justice in this write-up.

CLASSIFIED ADS.

WANTED—Position overhauling in weaving; can handle Draper or Crompton & Knowles looms. Can furnish good references. H. L. S., care Textile Bulletin.

BASEBALL PLAYERS

We are in touch with several high school baseball players who wish to get jobs and play baseball this summer. We will be pleased to furnish to mill teams the names and addresses of such boys.

TEXTILE BULLETIN,
Charlotte, N. C.

WANTED—Position by experienced mill man. Have had experience as overseer and second hand in both carding and spinning; also experience as master mechanic for four years. Will go anywhere and can furnish best of references. J. P., care Textile Bulletin.

to curb reported chiseling on the Government's cotton processing tax.

An exchange of telegrams between Roberts and George A. Sloan, president of the Cotton-Textile Institute of America, revealed seriousness of the situation, and steps are under way to bring action against evaders of the tax.

Donald Comer of Birmingham was reported to have taken up the alleged evasion with the Alabama congressional delegation, warning that unless summary measures are taken, "mills even as strong as the Avondale sys-

tem are going to shut down." Comer is head of the Avondale Mills.

Roberts' telegram to Sloan read:

"Reports persist in the daily news record of process tax evasion in one from or another. Obviously taxpaying mills cannot compete with mills not paying the tax. This constitutes a grave injustice to the producers, the consumer and the Government itself. This situation is indefensible and demands immediate drastic action * *"

Sloan's reply revealed the scope of the cotton processing tax. He said the Government already has realized \$135,000,000 from this source. The fund is directed to the Department of Agriculture which pays farmers for production control.

Plan Callaway Memorial Day

LaGrange, Ga.—Extensive preparations are being made for the annual celebration of the Fuller E. Callaway memorial day which will be staged this year on July 13th, since July 15th, the usual day for the celebration, comes on Sunday. This is the birthday anniversary of the founder of the Callaway group of textile manufacturing establishments, include the Unity, Unity Spinning, Oakleaf, Elm City, Hillside and Calumet units here; Callaway Mills, Manchester unit at Manchester, Ga.; Callaway Mills, Hogansville unit at Hogansville, Ga.; Callaway Mills, Milstead unit at Milstead, Ga.; Truline, Inc., Roanoke, Ala., and the Valway Rug Mills, Inc., here. Eight thousand or more operatives of all of the Callaway units will participate in the celebration.

Unique Iron Body Gate Valve "Cut-Out" Shows What Jenkins Offers

An unusual piece of valve literature is the 12-inch cut-out replica of a Jenkins Standard Iron Body Gate Valve recently prepared by Jenkins Bros., 80 White street, New York.

This cut-out is next best to having the real Jenkins gate for inspection, as it provides an exact reproduction of both the exterior and the mechanism of a big, heavy Jenkins valve. An accurate listing of the features of Jenkins design and construction also is given in a form which makes it convenient for valve users to follow the suggestion to "compare point-for-point with other good valves and let your own judgment say which one is best."

Alabama Cotton Mill Men To Curb Tax Chiselers

Anniston, Ala.—The Alabama Cotton Manufacturers' Association, under direction of Scott Roberts, president, opened a nation-wide campaign

Travel anywhere..any day
on the SOUTHERN for 1½¢
A fare for every purse...!
PER MILE

1½¢
PER MILE

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On Sale Daily

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Good in Sleeping and Parlor Cars on payment of proper charges for space occupied

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Round Trip Tickets
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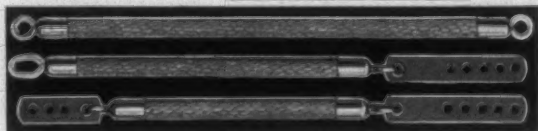
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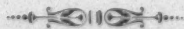
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It supplies the manufacturers of the Carolinas from the producers of raw stock to the producers of finished goods. The cutting trade and hosiery plants find it fully meets their needs of exacting service.

Over 7,000,000 cotton mill spindles depend on its resources to keep their mills fully operating.

Silk, rayon and cotton weaving plants with their exacting demands on speed all utilize this service to their advantage.

We have nothing to sell but power. Write us for full information.



Duke Power Company

Charlotte, N. C.

Section Two TEXTILE BULLETIN

VOL. 46

JULY 12, 1934

No. 20

here are three symbols of value



and here are three more



**Look Them Over Carefully
and Remember What They
Look Like!**

—Because they have brought volume and profit to many of America's largest and finest department stores.

They are the symbols which identify the sheets and cases produced by the Erwin Cotton Mills. Taken together, they will give you every quality you need for a well-run profitable department.

They can be bought on a basis that means a minimum inventory, a maximum assortment of sizes, and more net profit for you in 1934! Investigate!

ERWIN COTTON MILLS

JOSHUA L. BAILY & CO., SELLING AGENTS, 10 Thomas St., NEW YORK CITY

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Merchandising Number



Birds-Eye View of Part of Erlanger Mills, Lexington, N. C.



Manufacturers of
Fine Quality Cotton Fabrics
ERLANGER COTTON MILLS COMPANY
LEXINGTON, N. C.

Birds-Eye View of N. C. Finishing Company, Salisbury, N. C.



Bleaching, Mercerizing, Dyeing, Finishing
Fine Quality Wide and Narrow Cotton Fabrics

SALISBURY, N. C.

REPUBLIC COTTON MILLS

Great Falls, S. C.

Manufacturers of

Print Cloths
Fine Combed Fancies
And Rayons

Selling Agents for Print Cloths

CANNON MILLS, 70 Worth St., New York, N. Y.

Selling Agents for Fine Goods and Rayons

J. P. STEVENS & CO., Inc., 44 Leonard St., New York, N. Y.

Proximity
Manufacturing Company
White Oak Cotton Mills

GREENSBORO, N. C.

INDIGO DENIMS

"Biggest Denim Mills in the World"



CONE
Export & Commission Co.

Selling Agents

Greensboro, N. C.

New York City



From the Looms of the SOUTHLAND to America's Finest Shops

EAST and west, north and south—out from the mills of the South every year go millions of yards of Pepperell fabrics.

The finest shops in the country know these goods. They buy them, not because they are made in the South, but because the South makes them as only the South can.

What benefit to all of us lies in this demand for the products from Pepperell's Southern looms? What does the South gain? Is it fame? Perhaps. But there is a reward far more tangible than the laurel wreath. It is an assurance of permanent employment, increasing purchasing power, active business. It is a promise of happy homes and good schools. It is a guarantee of security against economic storm and strife.

The South has given much to the people of this country. In return, she receives the gift of stability. And in this gift we like to

feel that we have had a share—a share which we pledge to strive mightily to increase with each passing year.

* * *

Where can Pepperell merchandise be bought? The worth-while and important stores in every city carry it, and you should have no trouble finding it.

Whether it be Lady Pepperell or Pepperell Peeress Percale Sheets and Pillow Cases or Baby Pepperell Crib Blankets that you need; husky work clothes for your husband or dainty underthings for yourself; prints for dresses, drapery fabrics, towels or wash suitings; Lord Pepperell Shirts, Pajamas, or Shorts for men or boys; play suits or maids' uniforms, look for the Pepperell name and mark. If you should have any difficulty finding the Pepperell article you want, just write to us. We want to help you.

PEPPERELL MANUFACTURING CO.

Mills at LINDALE, GA., and OPELIKA, ALA.



WEST POINT MANUFACTURING COMPANY

WEST POINT, GEORGIA

FOUNDED 1866

Capital \$7,200,000.00

Annual Consumption 125,000 Bales Cotton

This Company's record, approaching three-score-years-and-ten, has met and overcome every changing condition for nearly three-quarters of a century, and it is now enlisted in the 1934 industrial recovery program.

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Langdale Mill

Fairfax Mill

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The Famous "Martex" and "West Point"
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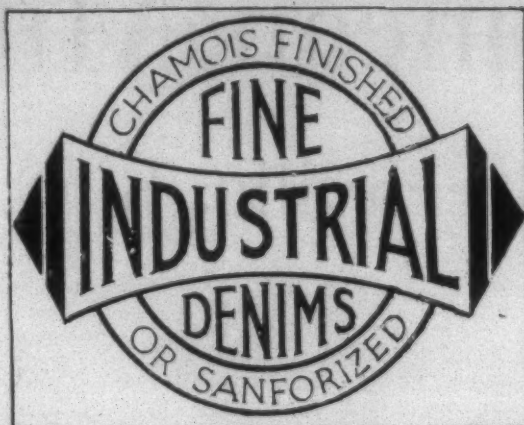
Selling Agents:

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Industrial Cotton Mills Co., Inc.

Rock Hill, S. C.



The Man who has a job . . .

Make sure that he gets his money's worth.

Make sure of his continued patronage.

SPECIFY that your present source of supply furnish you with
work clothes made from

INDUSTRIAL DENIMS

SANFORIZED OR CHAMOIS FINISHED

THEY UNFAILINGLY AFFORD

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BETTER WEARING QUALITIES

RICH COLOR

WELL MADE GARMENTS

Available From Your Manufacturer

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Manufacturers of

Fine Cotton and Rayon Fabrics

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44 Leonard St., New York, N. Y.



TEXTILE BULLETIN



VOL. 46—No. 20

JUNE 12, 1934

Getting the Goods to the Market

MERCHANDISING methods in the textile industry have perhaps been more criticised than those in any other major industry. While such criticism has often been deserved, it is also true that much of it has come from those who are unfamiliar with the complex problems that exist in the manufacture and distribution of an almost countless number of textile products and the great variety of uses to which they are put.

If the manufacture of textiles were confined to the production of finished products, leaving the plants ready for the ultimate consumer, the problem of the manufacturer would be vastly different.

The production of such great a variety of yarns and fabrics in the unfinished state, which leave the mill for a long journey through finishing plants, converters, cutters and other manufacturers and processors in the trade before reaching their final destination, brings in numerous questions that are never faced by many other manufacturers in other important industries.

It is unquestionably true that the merchandising of textiles has shown great improvement in the past decade. Many of the abuses which formerly existed have been wiped out. Others are constantly under fire. The disposition of every one, from manufacturer to retailer, to take more interest in a common problem is becoming more pronounced and more helpful every year.

In recent years, more and more attention has been paid to efforts to bring about a greater co-ordination between all those engaged in the manufacture and distribution of textiles. There is no doubt that the mill men themselves are now paying closer attention to marketing problems than ever before.

With the advent of the NRA the whole textile picture has undergone many revolutionary changes. In many respects, com-



petition has been leveled off to an even basis so far as the ordinary productive activities are concerned. Under these conditions, mills are now more interested in every phase of marketing than ever before. The ability of the manufacturer to keep his place in the competitive procession today depends to a very large extent upon his ability to fit the quality and quantity of his products into the demands of the trade.

When the mills began operating under the code, they were faced with higher operating costs, brought about by shorter hours, higher wages and the processing taxes. This introduced a new problem of producing goods that could be kept up to quality standards but kept within a price range that consumers would pay. This puts a new premium on merchandising ability.

Textile manufacturers have long been accused of placing the major emphasis upon the mechanical details of manufacture rather than upon marketing. The force of this criticism is being lessened every year. Mill men are showing more and more interest in merchandising as each year passes.

At the same time, it is still evident that one of the real needs of the industry is to focus more attention upon the question of the profitable marketing of their goods.

With that thought in mind, this Merchandising Section is devoted to a consideration of many varying phases of the distribution of textile products.

The various articles were prepared by men who have had wide experience in the merchandising of yarns and fabrics. They represent the viewpoints of manufacturers, commission merchants, processors, wholesalers and retailers.

The Merchandising Section is presented with the hope that it may stir more interest in a vital question and furnish an interchange of opinion that will prove interesting and helpful.

Observations on Textile Distribution

By Charles A. Schuster, Manager

Cotton Piece Goods Department—Marshall Field & Company, Chicago

WE are beginning to experience the results of a decided change in basic thinking underlying the distribution of textiles. When the industry began operation under Code No. 1 it accepted certain principles which had been conceived long before as the solution to the ills of the industry. Chief among these were minimum wage and controlled production.

It is still too early to feel the full effect of these two major obligatory provisions. The feverish activity in production during the several months prior to the definite signing of the code was responsible for large quantities of goods at low costs which are still being used to distort the picture and cloud the results which might reasonably be expected to follow these two drastic fundamental changes. It is to be presumed that these low cost stocks for the most part shortly will have gone into consumption and the industry will level off into operations in which variation in costs will not play so important a part as heretofore.

CONTROLLED PRODUCTION

This will be a boon to the industry. When the factor of acceptability is no longer how cheap but how good, the groundwork for achievement is laid. Efforts toward improvement of fabric wither under the blight of a price market. Given reasonable assurance of stabilized costs, mills may well devote more attention and effort to improvement of product.

Indeed we sense a very definite swing in the direction of quality on the part of the consumer. Under pressure for constantly lower prices much unsatisfactory goods were produced which purchasers were beguiled or forced to accept. But when called upon to pay higher prices, the American woman may be expected to inquire more closely into the value she is to receive. She will seek out real worth in purchasing.

QUALITY A BULWARK

We are firm believers in quality in merchandise—it is one of the bulwarks of our business. We accept as a verity the old adage that "the memory of quality remains long after price is forgotten." Quality is a part of our life and character. We cannot depart from it. We have no desire to do so, for we are convinced that "quality first" is the road to success and is a first essential to a profitable and satisfactory relationship between us and our many thousands of customers.

We know what it is to be beleaguered by price merchandise—we have at times seen business go elsewhere knowing our only sin was

in not having prostituted quality. But through it all we held firmly to our conviction. Consequently, it is with much gratification that we see a decided trend in consumer demand toward true elements of worth in product.

And by worth in product we do not mean perfection in fabrication alone, although that is important and the first step in quality production. Fashion-rightness—beauty of styling—harmony in coloring are all essentials of worth equally important. We have seen good fabrics ruined by poor styling and good styling applied on fabrics of questionable quality.

For profitable operation mills and manufacturers should make definite efforts to build these elements of worth into their products or seek definite contact with converters and distributors having contact with the fashion centers of the world and capable of interpreting style trends.

FINISH IS IMPORTANT

We have also observed a growing appreciation of new finishes particularly as related to cotton apparel fabrics. Wrinkling and shrinking are objectionable in apparel fabrics. Therefore processes which eliminate these characteristics are bound to meet with ready acceptance. Processes which produce permanent changes in fabric so the goods retain their finish constantly and can be laundered repeatedly without loss of character represent real strides in fabric finishing. We know there is a growing appreciation of these finishes on the part of consumers. Despite the fact they are relatively new and much is still to be done in consumer enlightenment concerning these finishes, fabrics so treated have constituted an important part of our sales of apparel fabrics. It is very significant too that fabrics with these special finishes received much more publicity in leading fashion magazines than others in our lines.

It is gratifying to note the industry returning to profitable operation after years of losses. This is particularly true of manufacturers and distributors. Retailing did not sink to the extremes in returns from operation and probably is not now experiencing improvement in the same ratio as manufacturers and distributors.

There is danger, however, in efforts to recoup too rapidly losses of the last several years. It is but natural to endeavor to do so but the industry will do well to remember that we are only one of many bidding for the consumer's dollar. H. Gordon Selfridge, brilliant and successful London merchant, has wisely said "it is impossible for the producer to be rich if the consumer



Charles A. Schuster

is poor." This is pure logic, simply stated. It points out that a large major industry must temper the price of its products to the ability of its customers to pay.

The present improvement in profit margin possibilities is largely the result of controlled production. This fundamental code accomplishment is intended to make reasonable margins possible by eliminating price depressing surpluses of goods. But it is not intended to afford opportunity for undue margins. Any effort in that direction will result in distortions which will necessitate corrective measures, for even under controlled production the old law of supply and demand is still operative.

MUST BALANCE SUPPLY AND DEMAND

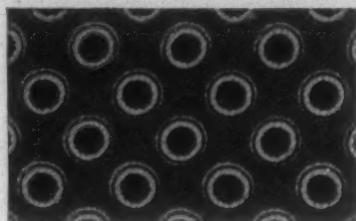
We believe much good will result from the better balancing of supply and demand. We have learned that nobody ultimately profits by buying goods under cost of production. When goods are made which have to be sold below cost they cast a blight over all and everybody suffers. Business is healthy and good for all only when it yields a fair return to the producers. A large increase in production capacity, far beyond ability to consume, created surpluses of goods which hung as a pall over the market. Goods were too readily obtainable. Retail merchants not obliged to prepare ahead, ceased placing future commitments and proceeded to a hand-to-mouth policy. Mills in anxiety to run took upon themselves the responsibility of making goods for stock with results well known. In this period many merchants became merely storekeepers. True merchandising instinct and capacity to anticipate requirements of business atrophied. Goods were bought only as needed and frequently very tardily at that. We have heard numerous complaints of customers of retailers being unable to find wanted sizes and colors in stock often of highly staple merchandise.

But the closer balancing of supply to demand which will result from controlled production will rebuild true merchandising ability. We prophesy that many new merchants will arise in the land to succeed in the very locations in which others failed. And they will succeed because they will exercise real merchandising skill and foresight in the conduct of their business.

Already there are indications of concerns keenly alive to changing conditions, stepping out energetically and with marked success while others incapable or unwilling to accept the responsibility of their tasks are yielding place to their more aggressive competitors.

Another thought in merchandising which we believe is gaining adherents steadily is the fact that a merchant should not be so much concerned with the price he pays for goods as how much he can make on the resale of those goods and how quickly and completely they may be sold.

Of what advantage is a purchase at the lowest prevailing market quotation if a merchant finds himself with commonplace goods on which he must meet the quotations of his incompetent competitor? Fabrics are primarily used for personal or home adornment. In either case beauty in coloring, attractiveness in styling, and general fashion-rightness are elements of first importance. Sales are made on these characteristics and it is a recognized fact that goods possessing such qualities will bring better prices than the commonplace. To be sure, it costs something to build into fabrics qualities which make them outstanding. But since larger returns can be real-



Unusual Treatment of Dots

ized on such goods with better than average turnover, a merchant is penny-wise and pound-foolish to fail to avail himself of the larger margin, better selling goods.

STYLING AND COLORING

We produce a certain line of printed fabrics of similar nomenclature and construction to many other lines on the market. But by definite intention and effort we have elevated the styling and coloring of that line. These goods cannot be bought of us at the lowest price in

the market for goods of the same construction. But it is a recognized fact that they will sell for cents per yard more than lines of inferior style; and mark-downs are noticeable by their infrequency. Happily there is an increasing recognition of this fact as is evidenced by our marked increase in business on this line of goods.

On every side there is evidence of a largely increased over-the-counter cotton goods business. Whether this may be attributed to an increase in home-sewing which business would otherwise go to ready-to-wear or whether but a reflection of the increasing vogue and fashionableness of cotton fabrics is a matter for study. In either case it is certain cotton apparel fabrics have stepped up appreciably in favor and if the industry continues in a constructive attitude, there is reason to anticipate still better years to come.

DISTRIBUTION MORE APPRECIATED

We believe there is now a better conception of the function of distribution by the industry at large. Distributors themselves have a clearer understanding of their place and responsibility. It is more and more being recognized that there are three distinct functions to general mercantile business—production—distribution—and retailing. Each requires a special knowledge and technique of its own.

There have been many attempts to hurdle the middle ground of distribution. Manufacturers seeking to augment their own distribution began dealing direct with large retailers. This led to the formation of groups of smaller users in an effort to secure similar supposed advantages for their individual units. But in all of this procedure the costs and responsibilities of distribution were not dispelled but were merely absorbed by the manufacturer or retailer or both.

Manufacturers have learned that the way to individual profitable operation is not by way of filling their plants to capacity. Others doing likewise, an over-abundance of goods is created which turns to devour its producer. As an industry we had probably looked too much to production and too little to distribution. The health of the whole textile business had been seriously impaired by being overfed with goods.

Instead of producing all the goods possible to make, let the industry produce all the goods possible to distribute satisfactorily. Distribution then becomes the balance-wheel between manufacturing and retailing. And who can better perform that function than national distributors organized primarily for that purpose and able to get the pulse of business by contact with all parts of the country through vast selling organizations? We believe a growing understanding and true evaluation of the function of distribution will inevitably lead to a better balance between production and consumption to the general good of the whole industry—manufacturer, distributor, and retailer alike.

Merchandising Cotton Textiles

By Floyd Jefferson
Iselin-Jefferson Company



How often do we hear the word merchandising, how often do we use it ourselves without realizing how comprehensive a term it is when applied to the distribution of cotton textiles.

In its largest sense, it covers all the transactions between manufacturer and consumer. The processes are varied and complicated and it is possible that in their simplification may lie the answer to some of our vital problems.

We are told by engineers and we are convinced by statistics that American cotton mills are models of efficiency. We are shown figures to prove that there has been fairly effective regulation of production so that sales and shipments for the past six years have kept pace with volume manufactured and yet profits prior to the birth of NRA and since January, 1934, have proven most unsatisfactory.

The critical observer of the cotton textile industry separates it into two divisions; manufacturing and merchandising, finds manufacturing efficient and points the accusing finger at merchandising without realizing that merchandising must be broken down into its component parts before a true analysis can be made.

In the first place, cotton textiles move through primary, secondary and tertiary distribution, and trade evils existing anywhere along the line will have their influence upon the whole system.

For the purpose of this discussion, we must confine ourselves to a consideration of primary distribution. It may be classified as follows:

(a) Grey goods sold in the natural, unfinished loom state.

(b) Mill finished fabrics where the process is completed at the weaving plant. In this group we find gingham, chambrays, coverts, cottonades, denims, flannels, etc., usually sold through commission houses.

(c) Mill finished package goods such as sheets, pillow cases, bedspreads, blankets, towels, table covers, curtains, handkerchiefs, surgical gauzes, usually distributed through commission houses or the mill's own selling agency.

(d) Finished goods bleached, dyed or printed in a mill in which the goods are woven, or in an affiliated plant and sold through the company's or corporation's self-owned selling agency. These goods come into sharp competition with fabrics bought by converters from commission houses and finished in job bleacheries, dye houses or printing works, and distributed by the converter.

Cut-throat competition has existed continuously throughout these branches of distribution and is largely responsible for lack of profit during these years when poor merchandising has been induced more largely by the phobia of overproduction than by any actual accumulation of surplus.

Let us consider class (d) in which division there is merchandised the bleached, dyed or printed fabric. The corporation, which has been the outgrowth of a vertical merger, combines weaving, finishing and distributing, and each of these divisions may be entitled to its fair profit but if these profits are sought, the corporation printer loses his advantage over the converter and accordingly he eliminates first the profit on weaving, then the profit on finishing and willingly operates on a single profit to eliminate competition. From that point, it is easy to drift to selling at cost and then below cost to keep the plant in operation.

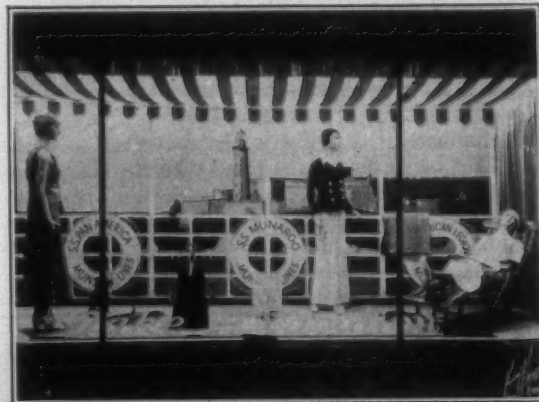
In the meantime, the converter in order to exist must chisel the price of grey goods, chisel the price of the finisher and shorten the commission paid to salesmen in order to compete.

Therefore the fight between the corporation printer and the converter has its devastating effect upon the grey goods mills that depend so largely upon the converters for their outlet.

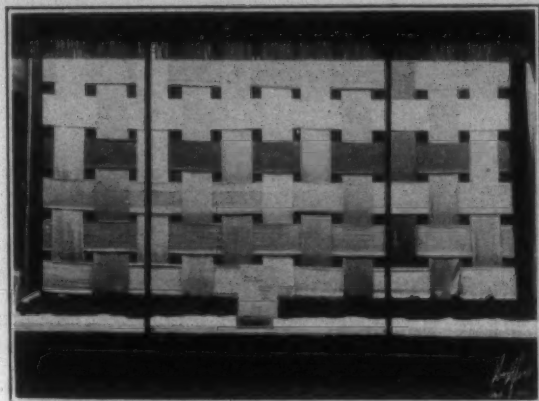
At this point the broker enters the picture, occupying the anomalous position of working for the buyer and being paid by the seller.

The broker is a most important factor in textile distribution, useful to the buyer because he knows the sources of supply and also knows which mills are most dependable and which selling houses give the best service. His advice is valuable along the lines of quality and he is in a position to check the market and report the lowest price to the purchaser.

But there is no doubt that the broker is most fre-



Ship deck setting with Morro Castle in distance, as if entering the harbor at Havana, Cuba, by Burdine's, Inc., Miami, Fla. Note the deck games, blanket, bathing suit, camera, and binoculars for extra selling appeal. Also, the very popular Scottie dog is seen on board. "Take-a-Vacation" in cut out letters across the front of window completes the tie up.



Window Display by Burdine's, Inc., Miami, Fla. Seventeen pieces of "Sunshine Fashion Crepe" shown in this unusual display of Pastel Silks without massed effect. This display is far fetched from the usual Silk window and demonstrates that piece goods have unlimited display possibilities.

quently employed as the agent of the chiseller and that the broker's activity in searching out the lowest price is conducive to the practice of bargaining that has been so destructive.

There are many who believe that if brokerage were paid by the buyer instead of by the seller, and fair trade practice forbade the payment of brokerage or subsidy by the seller that a much more orderly market would result.

Primary and secondary merchandisers would go a long way toward curing their own troubles if they would adopt the one price standard. Buyers do not make offers under listed price to retailers or catalog houses but selling agencies, commission houses, mills and converters are all victims of the asked and bid system.

Direct buyers as well as brokers are accustomed to making firm offers below the mill price and mills only too often accept business without profit because they are fearful of accumulating merchandise. Cotton goods do not rot, corrode, rust or evaporate. Any woven fabric is usable for some purpose. Year after year, there has always been a market for all that has been produced and yet those that are responsible for sales have failed to hold goods for a reasonable profit and have permitted the buyers to make the price.

Unreasonable fear of the Sherman law, or perhaps the desire of a few to use the law as an excuse for non-cooperation, has prevented the industry from getting the full benefit of group action even though in possession of all necessary facts and statistics.

Price-fixing within prescribed bounds has been sanctioned by the new deal and in a recent decision has been upheld by Judge John C. Knox of the United States District Court. In the opinion of many, there should have been written into the cotton textile code a provision making it unlawful to sell below cost and there is a strong sentiment toward applying for such an amendment.

When this subject has been broached, the leaders have backed away from it and it has frequently been stated that average costs could not be determined. That does not seem reasonable when we consider what was done through prompt committee action when it became necessary to fix price differentials to cover labor cost increments and processing taxes under the NRA.

Similar committees studying costs on standard constructions could very easily and quickly fix average costs below which it would be unlawful to sell. From average cost to fair market value would be the next step in the right direction.

If this action were taken and production was kept under control by the same means that now governs, we would have an era of profits without profiteering—for there would still be sufficient competition to insure against skyrocketing of prices. With due allowances for equivalency in quality, the orders would still go to the sellers which ask the lowest price but there is no economic reason why that price should be below cost.

Primary merchandising of cotton textiles could probably be accomplished to the best advantage of the industry if there were a limited number of large corporations, vertical mergers combining manufacturing, finishing and distributing.

Mr. George A. Allen of the Duke Power Company several years ago established the proper formula and made it clear to a group of men who could have carried out the plan if they had had the inclination to do so.

It revolved about the creation of a central holding company in which corporation the mills would agree to take stock in exchange for stock in their own companies on a basis to be determined by a competent committee authorized to fix valuations.

A few such combinations embracing the great mills of the country and absorbing the cream of the sales agencies would have brought merchandising into capable hands and would have kept in line the smaller distributors.

In the absence of any such combinations of brains and capital, we must do the best that we can with existing sales organizations.

In these days, it is neither good business nor good ethics to try to force upon a buyer merchandise that is not needed or that is in excess of the customer's normal requirements, or that is likely to fall in value before it can be put into consuming channels.

Cotton cloth buying comes in waves, induced by actual demand or by some artificial stimulant. There are always several more or less definitely defined buying movements in every year.

When the purchasers have satisfied their requirements, there is a natural suspension of buying activity and it is during these dull periods that merchandising is seen at its worst. It is then that the impatience of American business manifests itself and sellers who have missed their opportunity through failure to meet competition or through any other cause become restless and make bad matters worse by trying to force goods, frequently at concessions, upon an unresponsive market.

Good merchandising contemplates keeping the mill and its product constantly in the minds of potential customers.

It means service before and after a sale is consummated.

It means fair and friendly relations with the customers in regard to merchandise requirements, proper deliveries under contracts, and adequate credit accommodation.

It means keeping the customer advised in regard to seasonal conditions, price and style trends.

It means being on the spot or in the buyer's mind when goods are to be purchased.

It means the establishment of that type of relation with the customer which will awaken in him the desire to favor one house above another, price and all else being equal.

The ability to get preference is the greatest service that a selling organization can render to the mill or mills which it may represent.

There have been and still are successful manufacturers who, gauging or guessing the cotton market correctly, and properly estimating the demand for their product,

(Continued on Page 57)

Merchandising Quality Rayon

By John A. Spooner

Merchandising Director, The Viscose Company

RAYON is finally achieving its proper place in the textile world. The growth in consumer acceptance of this yarn during the past few years has been phenomenal. This is due in part to technical improvement in the production of rayon, and to the fact that converters and weavers have discovered that it is possible to obtain novel effects through the use of rayon yarns that are not possible with any of the other fibres.

When rayon was first introduced to the public it was frankly, a substitute for silk. It has now reached the point where it is regarded as a basic textile fibre in its own right, and is a substitute for nothing.

Because of the consumer prejudice against the early type of rayon, a small part of which still holds over, consistent advertising, educational and promotional work is being done by all rayon companies to acquaint the buying public with the new fashion developments in rayon fabrics.

Much of this work has been accomplished and we are entering an era of complete acceptance of rayon fabrics and fashions by retail store customers. Retail stores, which, until a very short time ago, literally closed their doors to rayon merchandise (particularly ready-to-wear) in the upper price brackets, are now realizing that rayon has definite prestige and that customers are accepting these new fabrics as style-right without questioning their content.

Many stores which have carried rayon merchandise in the past without advertising or mentioning the fact are now confronted with a merchandising problem. Should they continue to feature rayon merchandise without identifying it, or should they realize fully the strides that have been made in the technical development of these yarns and come forth in their advertising, calling rayon by its right name?

Many of the leading stores in metropolitan centers have solved this problem by unhesitatingly standing behind promotions of rayon merchandise as such. Many stores have created rayon piece goods sections, other stores feature rayon ready-to-wear in all departments and their clerks state frankly that a garment is made of rayon. This to my mind is the only sensible way in which to merchandise rayon. But there are still stores which remember the prejudice as it existed a few years back and deliberately close their eyes to the sales potentialities of fashion-right rayon merchandise. These stores fail to instruct their sales clerks, do no advertising and play ostrich by burying their heads and refusing to recognize the need for a change in merchandising policies regarding this textile.

It is but a question of time, to my mind, before these stores wake up and realize that they have been overlooking the possibilities of additional profits in various departments.

During the depression of the last four years the mar-

ket was flooded with low priced merchandise of questionable quality. The public was price conscious and for a time bought blindly on this basis. They suffered a rude awakening when they discovered that the bargain merchandise was more expensive in the long run, because of the fact that it meant more frequent replacements.

Alert merchants demanded proof of quality before they stocked it. Many stores opened testing laboratories to assure their customers of quality standards in all types of merchandise. The Viscose Company sensed this merchandising trend four years ago when it inaugurated the Quality Control Plan which has been in operation since that time. The plan serves as a protection to retailers and customers alike.

Weavers interested in carrying the Crown Tested Quality Grade-Mark on their fabrics made of Viscose Company yarns are asked to submit the cloth to laboratory tests. The Better Fabrics Testing Bureau of the National Retail Dry Goods Association is used for these tests. The cloth submitted is tested for color fastness, washability, dry cleanability resistance to slippage, construction and other points of general wearability under the rigid specifications of the Viscose Company.

When a cloth has passed these requirements it is entitled to carry the Crown Tested Quality Grade-Mark, and the converter signs a contract whereby they agree to maintain the construction, finish, etc., of the cloth so tested. The fabric bearing the Crown Tested Grade-Mark is sold by the converter or weaver to cutters, retail shops, manufacturers of home furnishing and other commodities, and the Grade-Mark appears on the retail counters.

Dresses retailing from \$16.75 upwards carry a specially designed Crown hand tag which states that the merchandise has been advertised in one of three leading fashion magazines, and is of tested quality.

The Viscose Company has merchandised the Quality Control Plan carefully and slowly. Each important step in the development of this plan has been worked out so that the ultimate step of carrying the Tested Quality message to the consumer was a natural outgrowth of the first two basic steps which were—

(1) To convince the manufacturers and weavers of the inherent value of this plan.

(2) To show retailers by increased sales figures and profits how this plan would benefit them in the merchandising of rayon. By our advertising in leading fashion magazines we are backing up the promotions of rayon merchandise by leading stores in New York and other metropolitan centers. Dresses made of a Crown Rayon fabric which has passed our tests and retailing from \$16.75 upwards, carry the Crown hand tag.

The Crown Grade-Mark appears on every advertisement in these magazines. This enables the customer to

(Continued on Page 56)



John A. Spooner



Alluringly feminine evening gown of crepe Accra, a seraceta fabric. The little net ruffles edging the skirt and the shoulder cape had youthful charm. (Altman's)

Exports of Cotton Piece Goods Vital Factor in Textile Trade

By Walter T. Brewster

President Textile Exporters Association

COTTON PIECE GOODS have for many years been an important feature of the American Export Trade.

In the Nineteenth Century with the developing of cotton manufacturing, grey drills and sheetings were shipped to China in thousands of bales yearly. Bleached muslins and prints to the West Indies and South American markets. With the Spanish-American War, and opening up of Cuba and the Philippines, a greater variety of fabrics developed, while the World War gave a tremendous impetus to the demand for our goods which lasted until 1920. With the end of the war our markets came into their natural limits and we found that Cuba and other markets in the West Indies, Central and South America, and the Philippines were the outlets we could look to for our goods, though India, Egypt and Canada drew largely from us until exchange and preferential tariffs interfered.

Whatever the export figures may have been from 1914 to 1920, they were distorted by the war and form no basis for an estimate as to what we can rely upon, but after 1924, under more normal conditions our exports of cotton piece goods averaged 500,000,000 yards yearly, and until the past year or two it seemed that this was our normal export trade with the natural increase from year to year. Our goods were well and favorably known everywhere. Their quality could always be depended upon to equal the samples by which they were sold; the prices at all times competitive against foreign producers, and under these conditions independent export houses, export departments of mills and commission houses, with large investments of capital were actively represented in our natural export markets everywhere. Even in the commencement of the depression exports held their own in proportion to the domestic trade, but recently a factor has come into the situation which threatens the life of our textile export business and its complete extinction unless those most interested, the cotton farmer, the mill owner, the mill operative, and the transportation companies get together and take measures for the protection of a part of an industry the nation can ill afford to lose.

We today are confronted with the dwindling of our export business to the rate of not over 230,000,000 yards yearly and the consequent reduction in the amount of cotton used and the number of operatives employed. The reason for this reduction is foreign competition, where by lower costs and government subsidies, direct and indirect, they are enabled to make prices 35 to 45 per cent below ours, particularly from Japan. Our costs, always

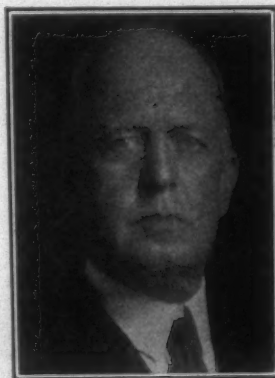
higher comparatively, have been greatly increased during the past year by taxes, shorter hours, and higher wage scales. No cotton manufacturer takes exception to these for they are for the good of the nation, but their operation means a wiping out of an important part of an industry and the consequent curtailment of employment by just the number of operatives (estimated at 35,000) to produce the 500,000,000 yards of cloth, as well as the farm labor to produce the 200,000 bales of cotton necessary for the yardage of cloth.

The cotton mills of this country should have an equalization fee on their exports of cotton goods to enable them to meet this ruinous competition, this fee to be obtained from compensatory taxes on substitute fibres or from a sum set aside out of the processing tax. Furthermore, an easing of the situation can be obtained by the recognition of our trade rights in commercial treaties now being arranged with Cuba, the Philippines, and South American countries.

All of these factors are not too much to expect through governmental aid to bring about a fair equality with foreign competitors, but unless everyone interested in the manufacture of cotton piece goods realizes the situation and works through their Congressional representatives for recognition, the industry will receive a blow which will reduce our exports to a nominal figure.

Incidentally, there is a further danger in the possibility of silver legislation which would make a further and very serious handicap for our export interests. The Dies Bill as it passed the House of Representatives would permit our foreign competitors to buy American cotton at up to 25 per cent less than the cost to our mills. Officials in Washington have

been informed of this situation and without attempting to pass on the merits, if any, of silver legislation it would certainly be the final blow to our textile export business should the provision mentioned be enacted into law.



Walter T. Brewster

The group of four large drawings for display backgrounds that were first exhibited at the Annual Meeting of the Cotton-Textile Institute last Fall in connection with a showing of household decorative cottons, has just returned to the Institute, after making a tour of 4,400 miles throughout the country. The sketches, of cartoon treatment, were used for window display backgrounds by a number of stores, including the following: Marshall Field & Co., Chicago; Marting Bros. Co., Portsmouth, Ohio; J. Bacon & Sons, Louisville, Ky.; Gimbel Bros., Milwaukee, Wis.; Sears Roebuck Co., Detroit, Mich.; and George B. Peck & Co., Kansas City, Mo.

Improvements in Methods of Merchandizing Cotton Yarns

By Fred A. Rakestraw

President Cotton Yarn Merchants Association

DURING the past year many important changes have taken place in the cotton yarn business. Selling agents and commission merchants with the co-operation of carded yarn spinners have consistently worked to eliminate unsound and unethical trade practices that had developed in this branch of the industry. These efforts were sponsored by the Cotton-Textile Institute and the Cotton Yarn Merchants' Association. After numerous meetings and a thorough survey of the situation there was adopted a supplement to the Cotton Textile Code. This supplement is known as "Trade Practices Governing the Merchandizing of Carded Cotton Yarn."

In preliminary discussions of the problems involved it developed that there was a wide variation in method of cost finding among spinning mills. We believe there is now a better understanding of the cost of making carded cotton yarn and a firmer and more general stand against selling below cost. Spinners are learning that it pays to curtail production when prices get below cost and it is possible that a program of uniform and trade wide curtailment will be arranged to avoid periods of overproduction and ruinous price competition. Cotton yarn buyers as well as spinners have learned that there is nothing desirable in a market that is subject to wide variation in price. In the past many prices have been named to "meet competition" without much consideration for the actual cost involved.

An important provision of the supplement to the Cotton Textile Code provides that all sales shall be quoted on a basis that will include a selling expense item regardless of whether the yarn is sold direct or through a selling agent. This provision serves to further stabilize price and eliminate unhealthy competition between mill interests.

Another very important accomplishment of the Code has been the elimination of "short selling." This was an evil which practically took away from spinners the control of prices on their own product. This was especially true during periods of slack demand and declining prices.

Under the Code, terms of sale have been standardized and competition along the line of special terms has been abolished.

The provision in the Code prohibiting "Selling Agents" from buying yarn for their own account will very materially reduce available supplies of yarn for spot delivery. Carded yarn buyers have accepted the Code in a very fair and friendly spirit, which has been appreciated.



There naturally has been some misunderstandings of the detailed application of the Code but these have been satisfactorily explained to buyers and in only a very few instances has it been necessary to refer misunderstandings to our Code Authority.

While we do not consider that the Trade Practices Governing the Merchandizing of Carded Cotton Yarn has eliminated all unsound practices, the improvement in the merchandizing of carded yarn is remarkable and the almost unanimous adherence to the Code gives the assurance that most of the unsound practices in the past will be eliminated before the end of the year. Both spinners and the selling agents, and for that matter the entire textile

industry are very wisely taking advantage of this opportunity to correct trade evils under the enforcement authority of the Government.

Great credit is due to the Cotton-Textile Institute for the prompt and capable manner in which the Cotton Textile Code and our Carded Cotton Yarn code were developed and adopted. Code No. 1 (Cotton Textile Code) has attracted much favorable comment and publicity to the Cotton Textile Industry and has won the approval of the outstanding leaders of the industry and of officials at Washington.

The processing tax on cotton has put a heavy financing burden on the cotton textile industry at a time when it is difficult for manufacturers to get bank accommodations. This has resulted in a large amount of cash being taken out of the industry and has caused many manufacturers to be slow in paying merchandise accounts. In all fairness the problem of the control of production of cotton and regulation of the price on cotton should be put up to cotton growers, where it rightfully belongs. The cotton textile industry cannot continue to stand the strain of financing a subsidy for cotton growers, which is nothing more nor less than a big sales tax masquerading under the name of processing tax.

Properly controlled production of cotton would automatically put the price to a satisfactory level.

It is, of course, true that while much progress has already been made in the merchandizing of cotton yarns, there is yet room for much improvement. With the constructive work so far done in the trade this year and the serious intent of both spinners and yarn merchants to carry on toward future progress, it is not too much to expect continued improvement in the future. The yarn trade is more alert to the need of better merchandizing than ever before.

Interesting Developments In Fine Goods Styling and Distribution

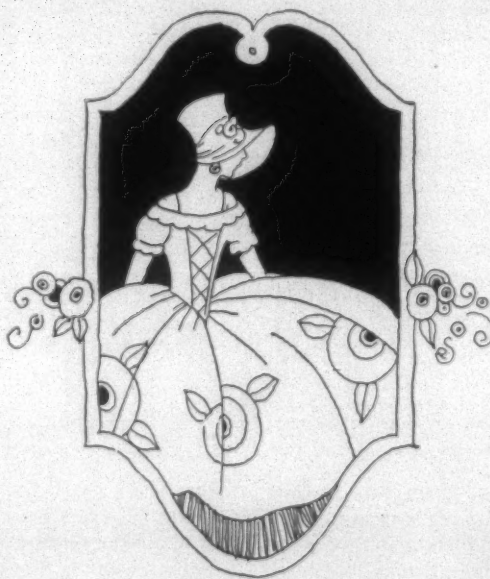
By Hazel Stanton

WITH cottons riding the crest of a wave of fashion approval this season, fine goods mills are conducting experiments which are expected to lead to an even better season for styled numbers in 1935. It has been found that many of the novelties offered this year in silk and rayon become even more attractive when developed in cotton.

Notable among the products of silk mills which adapt themselves to cotton are the sports numbers with barré stripes. Another novelty cotton construction features a stripe which resembles the popular treebark acetate satin in its weave. In addition a number of finishers who have in the past devoted much of their experimental work to the development of new treatments for rayons are giving much more serious consideration to the question of cottons. They are studying the more recent developments in British and Swiss finishing plants with great interest.

A rayon number which is already meeting with considerable competition in the cotton field is the foulard. One firm is successfully merchandising a fine combed yarn twill in cravat prints which is being used for shirtmaker type frocks. Some of the Southern mills handling carded yarn twills are said to have developed a method of treating these staples which should result in volume sales to the \$2.75 dress trade and offer serious competition to the higher priced numbers.

Converters are learning a lesson this year which should enable mills to be able to more accurately gauge the volume of potential sales of any cloth at the beginning of next season. The hand-to-mouth buying policy of many in the converting trade has met with a rude setback this season, thanks to the NRA. This section of the trade has found that, thanks to the shorter work week in the finishing plants they can not longer wait until a retailer or a cutter places a volume order for some popular number and then rush the cloth to the finisher. The number of lost orders due to the unwillingness of buyers to wait for their fabrics has convinced the converting trade that they will have to place more cloth in the finishers' hands at the start of the season.



Another new development forecast for the 1935 season will be a closer tie-up between mill, converter and cutter. It is felt by a number of important factors in the trade that successful merchandising of highly styled cottons will call for the restriction of the sale of a fabric to one converter who in turn will restrict it to a very small group of cutters, all in the same price range.

With retailers this season devoting considerably more space to their cotton shops, it is believed that next spring will see practically no important store without a special section devoted to cottons.

While each store, this year seems to have its particular favorite among the cottons, a survey of the cotton shop offerings of New York stores seems to give first place for general wear, that is for everything from active sportswear to sports evening dresses to the seersuckers. Gingham is outstanding for bathing suits. Russian cords and broadcloths are decidedly important for shorts. Every store, whether it be an exclusive shop in the Fifties or one on Sixth Avenue that sells for cash, is presenting printed nets and organdies for evening. Seersucker organdies and fine white cotton net both loom large in the offerings of the bridal shops of Fifth Avenue stores.

VOILES STAGE COMEBACK

Voiles, in new finishes and new weaves, are staging a comeback in popularity in the ready-to-wear field, both for evening and for daytime. Printed lawns, muslins and dimities are again important. Pique is maintaining its lead in the accessories field and is rivalling the novelty homespun cottons in the coating field.

A very new claimant for fashion approval is the staple high count percale in a tailored print for town wear. At least one cutter is reported as having a considerable success with a line of these percales.

It has been possible in this brief article to touch upon only a few of the most important developments in fine goods this season. Those in close touch with the situation are convinced that the further co-operation of all those engaged in fine goods production and distribution will result in even greater progress in the future.

Merchandising Cotton Mill Products

By J. J. Manning

Dry Goods Editor, Journal of Commerce

“WHAT is the best method of merchandising the product of a cotton mill?” This question is asked very frequently by manufacturers, and by bankers who may be interested in financing a mill. The answers usually range through the whole gamut of the means that are regularly employed and in the final analysis it is usually disclosed that systems do not insure success. That rests with the agent employed, whether he is a commission merchant, a broker, a market representative of the mill, or the manufacturer who elects to dispose of his product in his own way, using any or all means available.

Mills vary greatly in the choice of channels through which they care to distribute products. In late years there has been a powerful sentiment created in favor of selling direct to retailers. Several mills that have given that method a full trial have gone back to selling through wholesalers, chain or catalogue houses, and to a few selected department stores that handle a business in excess of \$5,000,000 in value, not necessarily made up of trading in fabrics or garments. Others have become very successful in selling a widely varied finished product to retailers and other distributors reaching consumers direct and have found costly advertising systems a help.

In recent years the factoring business has come to occupy a very useful place in aiding in the distribution of a mill's product regardless of the channel selected as the outlet for the types of goods made. These factoring organizations have become commercial advisors as well as a safe means of cashing sales. But in them, as in other

forms of financial direction of production and distribution, a great deal of the mill success will depend upon whether the head of the house is a banker first, last, and always, or whether he is competent to suggest wise policies to be pursued in the buying of raw material, the accumulation of merchandise to be sold, and the investment of capital in modernizing machinery when purchase money is to be obtained on credit.

There is a very sharp distinction between a merchant and a manufacturer when it comes to the handling of merchandise. The manufacturer thinks of merchandise in terms of costs. He knows every detail of its construction and is very prone to measure its value by the labor and care he and his workers have put into it. A merchant looks upon merchandise as something to be turned over at a profit. The market influences that may lessen or increase that profit is his daily care. He determines the time to sell, having in mind the mill end of values only when he must plot a course for mill operations.

In the cotton goods industry there have been a few conspicuous instances of manufacturers who have also been great merchants. It is rare to find great merchants who have been successful manufacturers, it being understood of course that the distinction is not between merchants who own mills and hire men to run them, but merchants who have gone into a manufacturing life as a chief means of livelihood.

To make this a little clearer it may be well to cite some instances. The late J. W. Cannon, the founder of the
(Continued on Page 48)



Photograph of Bon Marche's (Asheville, N. C.) newly renovated and redecorated better dress, coat and suit section. By name—Rendezvous of Fashions—this setting is in bright colors with indirect ceiling lighting and a flood of indirect lights behind frosted glass panels and display sets. In connection there is a Cinema Fashion Shop—and a Knit Shop. This department has shown steady increases since modernizing.



Photograph of Bon Marche's (Asheville, N. C.) four-months-old Adorable Frocks Corner on the First Floor. A brand new idea with Bon Marche, and to date a very successful one. Dresses and Suits in this attractive setting are priced from \$5.95 to \$9.95, and with much less than the minimum of Window Display and Newspaper Advertising, are packing the customers in. Convenient location and smart merchandise at a price accounts for the success.

How Far Do You Sell?

By J. W. Pickering, Advertising Director

J. B. Ivey & Company, Charlotte, N. C.

JUST how far do you sell your merchandise? Not how much, not how farflung are your selling activities geographically; but, just how far-reaching is your selling plan with specific regard for the retailer who buys your goods and who in turn, must sell them? Do you consider that as soon as you have sold a bill of goods that that is the end of the transaction for you? Are you primarily concerned with making and selling more goods this year than you did last year, and only concerned with that phase of your business? If you consider it a job well done when a bill of goods has been sold, and when further sale depends on the retailer to whom you sold the goods—then you are mistaken and sadly so. The true and full import of this statement may not be as apparent today as it will be a few years from now, but nevertheless, it will be proved. And with it will be proved this statement, that manufacturers will, of necessity, concern themselves not only with the sale of the merchandise to retailers, but will also concern themselves with how the merchant is going to sell the merchandise after he gets it. Yes, you will have to actually prepare selling plans to give to the retailer with the merchandise, and they will be selling plans based on knowledge of the wants and desires of Mr. and Mrs. Johnny Q. Public who, after all, are the life blood of business, both yours and the retailer's.

It is not unusual, nor is it to be held up as a primal fault, that manufacturers do not think through the sale of their merchandise after it has been sold to the retailer. Nobody ever thought of doing it, that's all. True, some of them have started on it, and did so years ago, but manufacturers as a whole, have never seriously considered that the retailer is, after all, only another step between the cotton gin and the finished dress.

You, as manufacturers, are the outlet for the producers of raw cotton. We, as retailers, are the outlet for your finished goods. The public is our outlet for the goods that we buy from you, and we must do the *big* job, the job that makes or breaks business along the line, *alone*. Frankly, Mr. Retailer is getting to a point where he is going to demand more help from the manufacturer. If he doesn't demand it, he will at least favor the manufacturer who sees the selling problem from his (the retailer's) side of the business fence. We would go so far, right now, as to say that this idea of the manufacturer helping the retailer sell to the general public is of vital im-

portance. Vital to you because we again go so far as to predict that in a few years you will be compelled to, or succumb to the manufacturer who does.

Retailers are more in need of selling help today than ever before. Selling help of a nature that is more than just advertising, pretty counter cards and statement stuffers. Selling help that gives them the information that they need, the promotional stimulus and the fashion consciousness that generates sales at a profit. Many of them are much more in need of this selling assistance than others, because for years they had relied almost entirely on "jobs," "sales," "closeout" or what have you, as an excuse for quoting sale prices. Now that the tide has turned a bit and we are all a bit sadder but much wiser, the buying is in a critical frame of mind. They want to be "sold"

the merchandise that they purchase, and the selling of it depends a great deal on how far the manufacturer has gone with his selling plans when he put it on the shelves of the retailer's store.

We wonder at this writing just how many of you manufacturers or sales managers have deliberately packed a bag and set out to spend some time at or behind the counters of the stores to which you sell your goods? Not many of you, if any. Yet, were you to do this, you would gather more information, more ideas, and more selling slants in a few weeks' time than you had ever thought possible to obtain in a lifetime of business. You would, among other things, see how uniformly stupid most sales people are. That, in itself, would show you the crying need for education among sales people on the merits, the fashion correctness, and the quality of your goods. You would also see how difficult it sometimes becomes to convince a woman by means of draping, that the fabrics she is looking at are becoming to her. That would give you another idea to help sell. You would also see—and this is important—what some smart manufacturers are doing to promote the sale of their goods alongside yours, and you would readily see why they were getting the bulk of the business from that one client. We are sure, and will bet a new hat on it, that any manufacturer of yard goods can take a two weeks' trip, stop at six stores, and from those six stores get a selling and advertising plan for the next season that will greatly increase his sales, not only for that season, but for as many seasons as he continues to "follow through" on his selling.



"FOLLOWING THROUGH"

We asked earlier in this diatribe, "How far do you sell?", and also stated that unless you prepared yourself to go further than just the wholesaling of your merchandise, that you would have to bow to the manufacturer who did. Those are strong words, and meant to be: however, with a slight repentance, we will illustrate what we mean by "following through" by explaining how some manufacturers do it.

There is one manufacturer in particular who puts on a drive every spring, or at least he did for a few years. This maker had a fair reputation for a good grade of cottons in the lower price brackets. He sold much of it and sold it not only to each individual merchant, but went into the merchants' stores and saw to it that the merchandise was properly displayed, properly promoted, and properly introduced to the public. This is how he did it. After having sold the goods, or rather along with the sale of the goods, he planned with the buyer and the advertising director a fashion show. The manufacturer had six trained models, a very competent stylist and six changes of dresses for each of the models. Showings were held twice daily for a week. After each showing, the models themselves went behind the counters and sold merchandise while they were still wearing the dresses. The stylist lingered in the department and offered advice and consultation on the various patterns and styles for different occasions.

PROMOTION THAT SUCCEEDED

Did that promotion go over? and big? It most certainly did and to such an extent that sales of other merchandise were at a standstill during that whole week. But that isn't all. That same merchandise was called for in quantities that outranked any other, and, in fact, all others, by two to one. The real point in this example is this. After this show had been there a week, every salesperson in the department knew more about that material than any other in stock, could talk more convincingly about it, and as a result, this manufacturer had made a dozen real salespeople for himself as well as for the buyer of that department. It cost the manufacturer money to train and educate those women and to send them around the country. We know that, but it was money spent in producing sales and the justification for the expense lies in the fact that re-orders at the time that his models left were greater than had been the original stock.

Yes, it's an old idea. There aren't any new ones anyway, but it was good then, as this maker's sales report will show, and certainly it was good for the retailer, so why shouldn't it be good now? Goodness knows we need education in the technique of making sales more today than ever before, and we admit it. Whether or not you go to the expense of producing a traveling style show, is beside the point, what is needed most is information, and information in such a manner that it soaks in and stays put, and results in sales, not only for us, but for you.

Another manufacturer we know is going to do this for us this fall, and at our instigation. He came to us with his new fall line of merchandise and expounded the ideas of the manufacturer on the extra business that was to be had by the retailers who were smart enough to stock his line and take advantage of the national advertising that he was going to do. We listened, of course, but when it was all finally said and the smoke cleared away, all that remained was the usual "manufacturer type" of promotion consisting of national advertising now and then in our local paper and in several magazines and a series of mats that we were supposed to use to get the business. It was no different than it had ever been up to there. But here is what came out of it. That manufacturer is

now going to send us a woman stylist from his plant for a two-day lecture. He is also going to send us enough samples of his merchandise to put on a real show—a show that will give the general public the reason "why" they should buy his merchandise. And, this stylist from the factory is going to do something else, something that is of primary importance in trying to guarantee sales after the style show is long over; *she is going to educate the salespeople in the merits, the fashion and the quality of that particular merchandise!* We are sure of a successful promotion and the manufacturer is reasonably sure of re-orders far beyond the amount of the initial order. This, we contend, is selling far.

There is another manufacturer we know who was so positive that good merchandise would sell if the selling effort was correctly adjusted, that he assumed all the "ifs" and "buts" on a deal of this sort. He puts his merchandise into a carefully selected store, a store selected for its clientele, its position in the community and the quality of its merchandise. The store agrees to display that merchandise in a favorable spot, advertise it when he says so, take the new merchandise when he sends it, take mark downs when he says so and sell this merchandise for a definite percentage of the gross sales.

When the merchandise stock becomes too heavy (which it rarely does) the manufacturer takes it back and credits the retailer with it and sends in more new merchandise. Sounds simple enough, doesn't it? It is simple provided you finish the selling job. This is it. With each shipment of the merchandise, there comes with it a mimeographed letter for the department manager telling her all about this new shipment; the fashion points, the why and what of it all; the fabric, the details, the colors, the everything that she should know in order to do a selling job on it when customers ask about it or see it. With this letter comes a complete set of mats for newspaper advertising, all written, and with that a letter for the copywriter or advertising manager telling him too what it is all about—selling, selling, selling all the time. Result? A smacking good business on what might, on the face of it, seem to be a suicidal business arrangement. This manufacturer has taken complete advantage of the need for a closer relationship between manufacturer and retailer as well as the inherent stupidity (aforementioned) of salespeople at large.

So, we come to some startling conclusions and some not so startling, yet each with its message. First, there are in this country today hundreds of stores that depended on their volume during the years previous to 1929 by advertising always at a lower price, a closeout, a sale of some sort, and never, or rarely, really selling the store, its people, its quality or its policies. These stores today are hard put for ways and means of keeping up that volume simply because the buying public has become hardened against all, or most all advertising of that type. They know and remember that during the years immediately following 1929 they were taken in by the reams and reams of that particular type of advertising and today they have little or no faith in it.

These stores are groping in the dark for the answer. Some of them hold out like the bull pup on the cow's tail—hanging on but getting nowhere. Others are conscientiously trying to do something of a selling nature that will bring people in to buy. They will win in the final analysis, but meanwhile they need help.

Second, there are those stores, which long ago realized that it would be a selling job that would take the cash and let the volume pile up. These merchants have had two or three years of this. They now know what it really feels like to have a model stock, to sell their mer-

(Continued on Page 50)

Trade-Marking Textiles

The Value and Means of Textile Identification

By George M. Porges, V. P.

Kaumagraph Company, New York

IN looking over a business book published 26 years ago, I came across a court decision upholding "Amoskeag," as a trade-mark for products of "The Amoskeag Manufacturing Company." In this same book I find illustrated trade-marks of "Fleisher Yarns," "Worumbo," "B. V. D.," "Columbia Yarns," "Keiser Cravats," "Holeproof Hosiery," "Utica," "Onyx," "Superba Cravats," "Pequot Sheets," "Heatherbloom," "Suskana Silks," "Bear Brand Yarns," "Oneita," "Cluett," "Skinner's Satin," "Corticelli Silk," "O. N. T. Thread," "E. & W. Collars," "Munsing Underwear."

These trade-marks were well established in 1908 and many of them had proven themselves for years previous. I leave it to the reader of this article to appraise for himself the worth of these marks today.

The primary function of a trade-mark is identification—it becomes a certificate of genuineness, a distinguishing mark to indicate responsibility for manufacture or sale of a product. But the use of trade-marks has had a profound effect upon merchandising. Ultimate consumers of textile products buy goods because they want them. A great many buy whatever clerks persuade them to, or on price, but a far greater and a constantly increasing number buy certain goods identified by a name. No dealer can afford to permit his sales people to convince a customer that he should buy one thing when he wants another.

No dealer—department store, specialty shop, or notion store, will be blind to his customers' desires; no wholesaler will long refuse to sell to the retailer that branded merchandise which the dealer needs. No converter, no clothing manufacturer can afford to ignore the definite demand or acceptance for those identifiable goods which enter into his products.

The trade-mark or maker's identification on merchandise has changed the buying habits of a nation. It has removed the gamble from the consumer's mind. The trade-mark is a pledge of good faith; it creates confidence in the article upon which the manufacturer is willing to affix his name.

Someone has said of advertising (of which trade-marking is a vital first step), that: "When a manufacturer advertises he voluntarily goes into a glass house. The product, the process of manufacture, the method of sale, the price—every detail is thrown into high relief. The public, like children, fear the dark." Does it not follow then that to the American people, the firm which identifies its merchandise, which thus proudly assumes responsibility for it, cannot be an object of suspicion or distrust?

If the dealer is to sell more of any manufacturer's goods those goods must be demanded. Demand will not exist for goods which are without a distinctive personality, a name by which they can be called for over the counter—a trade-mark.

But you say "textile products are different; you can identify hosiery because the marks won't show on the sole when it is being worn but for most textiles there is no means of adequate identification which the consumer may recognize." The answer is emphatic. It is the rare ex-

ception in textiles which can not have attractive, adequate and, if desired, positively permanent identification. And even for those peculiar goods which, because of the use to which they are put, it may be impractical to give permanent marking, surely identification at the point of purchase is not only possible but almost vital in today's competition. In such cases it is reasonable to assume that the recollection of quality will be long remembered.

Of the several methods which have been used for marking textile products, one of the most popular is the application of dry transfers. Dry transfers are in successful use today not only for the very finest fabrics, but for carpets and rugs, for linoleum, for leather, for rubberized fabrics, for fine and coarse knit goods, for felt, for hats, tennis balls, and an almost endless list of specialties. The use of dry transfers is not restricted to identification, for the process permits of its use for decorating textiles in place of embroidery or woven designs; there is scarcely any limit to the design possibilities for dry transfers.

The way is easy and inexpensive for all textiles to bear identification. Dry transfers come in paper rolls and need only a touch of a hot iron to transfer a neat, clear cut, attractive design to the fabric itself, in one or two colors. In order that production costs may be kept down, machinery has been devised so that the momentary application of the transfer with the touch of the iron may be done automatically during some one of the finishing or packing operations in the making of piece goods.

Identification by dry transfers may be at intervals on the selvage, on the back of the fabric or at the ends of each piece. The substance used for the transfers may be such as to leave an indelible impression, semi-permanent or temporary; it is also possible to leave an impression which resists the action of dyes, thus making possible identification in the gray.

Heretofore, indelibility in transfers has been relative. Now a new indelible transfer has been developed by the Kaumagraph Company which cannot be removed without irreparably damaging the fabric to which it is applied. Originally developed to meet the requirements of the hosiery code for an indelible transfer, this new transfer known as "Code Composition" is available for any use. In co-operation with the Bureau of Standards, Washington, the research associate of the National Association of Hosiery Manufacturers developed a series of six rigid tests for indelibility which this new transfer alone defies. No known solvent will remove it; the most severe boiling and abrasion tests do not obliterate it and it is unaffected by redyeing.

From this discussion it would appear that modern successful merchandising requires the identification of textiles; the value of the identification or trade-mark of course rests in the hands of its owner. No trade-mark ever helped shoddy merchandise to a permanent success, but ample evidence indicates that when sincerity, honest quality and a desire to succeed are the inspiration for a trade-mark, the result is a prestige and a product acceptance of incalculable value, little affected by depressions, by unstable market conditions or unfair competition.

THROUGH THE YEARS!

HANES is better underwear than ever! People are quick to appreciate quality when it is offered at a reasonable price.



HANES Underwear is better than ever because we are not content to let well enough alone. HANES was good underwear last year—five years ago—even thirty years ago. But we're always watching to improve it—and we do. In this year of 1934, the HANES Line is the peak of thirty years of consistent improvement!

We, however, do not believe that a manufacturer's responsibility ends with making an honest worth-while, quality product. That product must be sold—sold to the public. We feel that a manufacturer's responsibility begins when the consumer buys. That's why we put our name on every HANES garment. The consumer is entitled to know who makes the things he uses. If he is pleased, he can buy again—if he is not satisfied he knows where to turn for redress or can refuse to buy the product again.



Good merchandise which has won popular recognition and acceptance has made possible the continued growth of this Company through the years. We intend to labor in the future as in the past to the end that our efforts to please may be met with an ever broadening response from the millions of our people who appreciate quality merchandise at honest prices.

Shirts and Shorts for Men and Boys
Samsonbak Athletic Union Suits for Men
Full Cut Athletic Union Suits for Boys
Elastic Knit Union Suits for Men and Boys
Knit Athletic Union Suits for Men and Boys
Merrichild Waist Suits
Merrichild Sleepers

HANES UNDERWEAR

P. H. HANES KNITTING COMPANY,

Winston-Salem, N. C.

New York Office: 92 Worth St.

Some Thoughts On

Merchandising

By W. M. McLaurine, Secretary
American Cotton Manufacturers Association

"MERCHANDISING in terms of an economic formula may be expressed as the production of an article, so processed as to possess the broadest market appeal, at the lowest possible cost, and selling at the lowest sales price, consistent with a fair profit, in the shortest possible time" is a definition given by Fred W. Shibley in his book, "New Way to Net Profits."

Mass production in its ideal form produced huge quantities of standardized unchanging products at "lowest in the world" prices and yet it is apparent that the appeal of the low prices has not been sufficient to maintain sales, the diet of mass production, or profits, the goal of industrial enterprises.

Mass production unrestricted in the drive for volume will create profitless business. The unhampered exercise of many of the demands of distribution will eliminate many of the benefits of mass production and the increased selling costs and vicious habits acquired will cause profits to shrink into zero and then into sub-zero markings.

"So long as mass production is worshipped blindly, so long will its slave, distribution, eat out unobserved the vitals of the master," says Mazur in his "American Prosperity."

Production and distribution have been so blindly related to each other that their vital relationship has been unobserved so that when either one tumbles it drags the other with it.

We are distinctly in an age of distribution or merchandising. It is no longer a question of production but the eternal problem of distributing satisfactorily and profitably the production of this scientific and efficient industrial age.

The harmonic and economic ration between production and distribution must be discovered. Production possibilities must be carefully studied and rigidly kept within bounds. Uncontrolled and ignorant selfishness are still too rampant in the industry. Price cutting, cut-throat competition and sectional or industrial jealousies are still too evident. A study of the price structure of cotton textile commodities today illustrates the above statement. Too many mills are expecting the impossible.

Certainly there can be no contention that the acceptance of prices at present levels stimulates purchasing or revives consumer demand. On the contrary, a weak merchandising policy inevitably creates hesitation on the part of buyers. The present situation exemplifies this principle in the discouraging decline of weekly sales which has accompanied the marked weakening of prices.

CODE NO SUBSTITUTE FOR JUDGMENT

Some mills seem to feel that the establishment of the

code and creation of the Code Authority erected a substitute for ordinary commonsense and good business judgment. I cannot believe that any substitute will ever be found for these qualities. There seems to be no reasonable possibility that any effective law can be passed which will prevent a man from giving away his property if he so chooses. However, there is the opportunity for stockholders or directors of mills to insist that management employed to serve their interests should refrain from wasting the property of stockholders by selling goods at prices far below the cost of production. Besides, this matter is of vital importance to the mill workers if they are to have any feeling of security in their jobs.

With the establishment of the code many expressed the hope and expectation that in view of the extent to which the mills had suffered during the period of the depression, their managements would resolutely take full advantage of the improvement in competitive conditions brought

about through the establishment of minimum wages and maximum hours (which prevent wage cutting and excessive operation from being used as means to reduce cost) as well as of the right to establish temporary limitations on productive machinery operation such as that which is now in effect. On the contrary, however, with the exception of demands for price fixing of which NRA has recently indicated its disapproval, there seems to be every inclination on the part of many, many yarn spinners continually to accept lower and lower price offers regardless of the fact that the code requirements very definitely establish a minimum below which costs can probably not be reduced.

I have talked with various purchasers of cotton textile commodities and find that none is unwilling to pay a fair price for any marketable commodity. Each one says that he is interested in the competitive price rather than the price per se. He does not object to paying fair profit provided his competitor does the same.

The important problem of the buyer is not whether a commodity is 6c, 7c or 8c per yard, but it is important whether his competitor pays $5\frac{3}{4}$, $6\frac{3}{4}$ or $7\frac{3}{4}$ c for the same goods. Price levels and price stability are important. Hence price cutting instead of being a permanent stimulant is a deterrent and destructive factor causing doubt and damnation to all concerned.

There is no danger of a buyer's strike in the present market because of high prices. The strike is awaiting bottom which no one seems to be able to detect.

This flagrant and fierce force in the market could not have been premeditatively brought in. There must be

(Continued on Page 46)



W. M. McLaurine

GAINESVILLE COTTON MILLS

Gainesville, Ga.

Manufacturers of

PRINT CLOTHS

Selling Agents

Deering, Milliken & Company

79-83 Leonard St., New York City

223 Jackson Blvd., Chicago, Ill.

Promotion Work Will Increase Sales Of Cotton Textiles*

By Daniel F. Sullivan

Advertising Manager, Cannon Mills

IN discussing a promotion program from the point of view of a manufacturer of textiles, it would perhaps be best to begin with the answers to the questions, "Who are the particular retailers involved?" and "What are the needs of these retailers?"

The needs of the department stores in the past few years, particularly since the beginning of the depression, are well known to everybody. It is a commonly accepted fact that beginning in 1928 most stores began to lose money. In 1932, in the low point of the depression, more than 80 per cent of all departments in department stores were appearing in the red. The crying need of the towel department, therefore, promotionally, was for maintenance of volume, or, if possible, volume increase at a time when volume in most other departments was slipping downward. Also to show some substantial profit so that the towel department might be numbered among those few registered in the black.

AFTER THE SALESMAN

To meet retailers on their own ground and in fact to meet any promotional situation, the manufacturers' advertising and promotion department must have a well defined working philosophy. That philosophy at Cannon Mills is very simple and yet, we believe, very practical. It is this—that our products are only half sold when the salesman's job is done and that the second and most important part of the program is to help retailers move goods from their shelves long after the salesman's transaction is over.

Proceeding from this basic idea, two things are essential in formulating any plan of promotional operation. One is an intimate knowledge of the retailer himself, the other is an understanding of the type of people who are his customers.

TAILORMADE JOBS

As for the big city stores, most of us are familiar enough to know that all promotions carried on in them must be tailormade. Their pace is so fast, their departmental and window display standards so high, their thinking so competitive that wherever you encounter them you are to consider them as prima donnas in their own right and you should make allowance for their peculiar temperaments. What is promotional food for one is out and out poison for the competitor across the street, so that it behooves you to know their likes and dislikes and to study assiduously their own peculiar promotional theories.

In the old days when Coolidge was king they were the arrogant ones, yet, I dare say, if we were in their shoes at that time, it could be said with equal justice that there was plenty of arrogance on the side of manufacturers, particularly their advertising men.

The old arrogance is gone and today you will find them eager for your ideas, willing for the most part to give you a break, and unless you anticipate them, coming

at you from time to time with the question, "What's new?" Time with them is always well spent because they are alert, young minded and well thought of by hundreds of thousands of customers.

MAIN STREET MARKET

Because the word "Main Street" takes in 95 per cent of Cannon retailers, and I assume almost 95 per cent of most manufacturers' distribution, it might be well to consider for a few minutes the characteristics of Main street people and the importance of the department store in Main street life.

Most of us in the advertising business are handicapped with the New York-big city complex. Most of us, too, had our early training in advertising in the "20s" when the main advertising and promotional objectives of the big shots those days seemed to high hat Main street, or to make it over.

These are the wrong approaches to Main street audiences, and if they were wrong a decade ago, they are ten times wrong today. Give Main street exactly what it wants and give it with the best of your ability. If you have ever lived west of Westchester you will realize that Main street likes the obvious. It is not interested in the exotic offshoots of the Paris boulevards or the Continent. It likes plain American things that it can readily understand, like ham and eggs.

OBVIOUS, BUT COLORFUL

"You need live only three weeks in any American town to be struck by the fact that what Main street needs most, and most lacks, is a sense of the glamour of life. Sinclair Lewis way back in 1920 hit upon the uniform grayness of American life when he wrote that the only vision the citizens of Sauk Center had of life's rosy glow was when they furtively peeked in at high mass at the Catholic Church. So essential is glamour that Main street after its own fashion recreates life on a glamorous basis in slavish love of lodge life.

This desire for color and drama should be recognized by every promotion man and, in the limits of good taste, played for all it is worth.

In addition to being obvious and glamorous, promotion programs to be fitted to Main street should be overwhelmingly simple. In broadsides, letters, or booklets, they should be written in words of one syllable. Display pieces themselves, cardboard, wood, chromium, or what not, should be of a type a four-year-old child could readily arrange. If any slight complication is necessary, everyone connected with the promotion should receive simple blueprints and detailed bulletins, these last again written in words of one syllable.

BEING BUSINESSLIKE

"To carry out the theory of simplicity and to be courteous as well, it is good practice to make sure that all promotion material arrives on time, also that it is carefully crated so that it arrives in perfect condition at the store.

*Extracts from address before recent meeting of Association of National Advertisers.

(Continued on Page 38)

Piedmont Manufacturing Co.

Piedmont, S. C.



SHEETINGS
DRILLS



Selling Agents

Woodward, Baldwin & Company
Box 1093, City Hall Station, New York City

The Importance of Perfect Finishing In Merchandising

By A Well Known Finisher

SOME years ago one of the prominent converting houses in New York City issued a calendar upon which was portrayed a horse race. Down the stretch one horse was a full half length ahead of the field. The caption was, "It is the finish that tells the winner." No more striking story could be pictured setting forth the importance of the finish.

And "Finish" is extremely important in the merchandising of fabrics. It is possible to take a lot of goods of the same count of yarn, identical weave, and number of threads in warp and weft, and make several varieties of finish according to the care taken with each operation, and while the ultimate finish of the goods is supposed to be the same, the merchantability of the goods would be vastly different. We can attribute this to several causes: the knowledge of the finisher; the type of machinery used in producing the finish, and the anxiety of the manufacturer to produce a piece of goods which he can market at a figure which will assure volume production.

It is a fact that an expert finisher with modern machinery, good working conditions, well-trained help, is in a better position to produce a more marketable piece of merchandise than an inexperienced finisher with inadequate

help, poor machinery, and poor working conditions.

This writer has often been shown a sample of finished fabric and asked the question: "Why can't we produce this?" When an examination was made of the conditions under which the sample was made, the answer was obvious—the goods were the product of modern equipment, care, and experience. It is a truth that the best piece of fabric may be rendered entirely unmerchantable by poor finishing, and it is also true that the best finish applied to a very low grade has exactly the same effect.

Another question which comes up frequently is: "Where must I start to *improve my finish?*" The answer is "With your cotton buyer."

After having purchased cotton of sufficiently high grade to produce fair goods, each step in the manufacture must be carefully watched—picking, carding, spinning, weaving, brushing, inspecting, and if the finisher is given a foundation upon which to work, there can be no excuse for poor finishes and poor workmanship on his end of it.

Many finishing plants, content for years to go along in the old way with the old system and the old ideas, have been greatly surprised to find that the same goods—because of better workmanship, better handling, more modern equipment and better working conditions—were hardly recognizable. Under the present conditions of keen competition, high wages, shorter hours, etc., it would seem that a great effort should be made to improve the product without dangerously increasing the cost, and it has been proved time and again that this is fully possible, and sometimes with very little outlay in actual money. A rearrangement of machinery sometimes works wonders. Rehabilitation work in the plant itself is of great importance. Lost motion in the handling or trucking of goods from one place to another—the avoidance of seconds from the carelessness of workmen in the finishing department who persist in wearing dirty overalls or other clothing with which they lean against the selvages of rolls of material while awaiting process—arrangements to take care of larger batches, so that the handling will be lessened—all these are important.

The speeds of machinery should be carefully looked after, with a view to determining whether the goods are over-dried or under-dried, particularly in the drying and tentering machinery. The level and temperature control of the different ingredients applied to the finishing is important. By such control we can eliminate any danger of finishing one day with a filling of finishing material which has a different consistency from day to day, or from hour to hour, as has often been the case. All of these things enter largely into the excellence of the finish.

The writer has known of one plant which had a reputation on a certain quality of fabric. Through age and depreciation of their equipment, their quality began to fall off. An engineer was called in who was thoroughly familiar with modern conditions in such a plant, and with comparatively low expenditure raised the quantity of

(Continued on Page 38)

NEWNAN Cotton Mills

Established 1888

Newnan, Ga.

Colored and Novelty Yarns

Spun Rayon

Mixed Fibre Yarns of

Cotton, Rayon, Worsted, Silk

Stock, Skein and Package Dyeing

New York Office: 215 Fourth Ave.

Philadelphia Office: 487 Bourse Building

How to Make North Carolina and Charlotte More Prosperous

MORE than \$100,000,000 a year can easily be added to the productive wealth of North Carolina each year if North Carolinians will patronize each other.

North Carolinians are sending more than \$200,000,000 a year into other States for products which are being, or should be, produced in this State. This money is supporting factories in other States. It is supporting literally thousands of workers in other States. These workers include industrial workers, farmers, miners and others.

If our merchants and consumers will insist upon handling and consuming North Carolina products instead of similar products imported from other States it will mean employment for literally thousands of North Carolina industrial workers. It will mean vastly increased purchasing power not only for these workers but for North Carolina farmers, merchants and others. If we increase our purchasing power by \$100,000,000 per year by insisting upon North Carolina products—and we can easily do it—it will mean a larger measure of prosperity and increased taxable values. There is no interest in the State that would not be benefited in some measure as the result of this increased purchasing power and increased prosperity.

The trend has definitely set in. A large proportion of North Carolina merchants are patriotically, and with a realization of self-interest, too, giving preference to North Carolina products; and North Carolina consumers are more and more insisting upon North Carolina produced commodities. The more definite this trend, the quicker will North Carolina people enjoy that greater and more widespread prosperity which must inevitably follow this course.

Address

The Charlotte Chamber of Commerce
CHARLOTTE, NORTH CAROLINA

If interested in putting a manufacturing plant in Charlotte or the Piedmont Section of the Carolinas

Sanforizing's Place in the Merchandising Sun

How the basic improvement of eliminating shrinkage in cotton fabrics is helping to build anew profitable, quality retailing

By John C. Turrell

THE final test of the success of any change in the processes of manufacture lies in its acceptance by the consumer. If the mass of men and women who pay out their dollars are so satisfied with the product that they will continue to buy it, the change is justified. If they turn thumbs down it is a lost cause.

This inexorable rule applies to the Sanforizing Process of Controlled Shrinkage of cotton fabrics just as it applied to the process of vat dyeing, and every other improvement in production since the world began. The linking of sanforizing with so fundamental and completely accepted an improvement as vat dyes is deliberate. The production of a fabric scientifically shrunk so that it will not shrink any more, no matter how often it goes to the tub, certainly rates as a fundamental improvement, and one which removes the only stain remaining upon the fair name of cotton—now that colors are permanent.

Another extremely important point in this connection is the tremendous power of merchandising promotion that sanforizing makes available. Just as vat dyes made possible a basic merchandising promotion, so sanforizing blazes the way for still further increasing the use of cottons by Her Majesty the American Woman, not to mention the men of the land.

Just how sanforizing is building cotton sales and will continue to do so, requires a knowledge of (1) exactly what it is; and (2) the way it is being merchandised.

THE SANFORIZING PROCESS

Briefly, sanforizing is a process of controlled shrinkage of cotton fabrics in which the pre-determined, maximum degree of shrinkage is obtained by accurately adjusted machine operations. Because it is scientifically complete and accurate, it differs from every other shrinking process, completely eliminating for the user the vexing problems of shrinkage. Sanforizing must be so accurate that the shrinkage tolerance remaining in the fabric cannot exceed $\frac{1}{4}$ inch to the yard. Obviously this is so slight as to be negligible for whatever use the fabric is employed.

A brief description of the actual process will clarify this statement. A yard of cloth is accurately measured and dimensions recorded. Then it is subjected to the most severe laundering test, comparable in every way to the worst possible treatment it can receive at the hands of the user. After that it is measured again for length and width. The difference in measurements indicates the maximum shrinkage to be expected. The sanforizing machine then is set to shrink the cloth in length and width according to the shrinkage determined by the test. Sanforizing thus starts with a known result which must be achieved when the fabric issues from its long journey through the machines.

Dampened with steam to render it pliable, the cloth is fed first into the machine in rippled form. Gradually moving chains draw it out in width and it is shrunk

lengthwise. It is dried, then steamed again and passed through the remainder of the process which shrinks it to the proper, predetermined width. It is pressed or finished by being passed over a polished, heated cylinder, gaining soft luster and attractive draping quality. At the same time the fabric gains in durability because the shrinking increases the number of picks or threads to the square inch.

So much for the process and its results. How are these results being explained to manufacturers, to stores, to the consuming public, which, in the final analysis has the say?

RESULTS OF PROCESS

The results of sanforizing are sold as cloth, that is piece goods, directly over the counter; or find their way to the consumer as manufactured articles, garments, draperies, or any of the thousands of articles made from cotton fabrics.

While the processes differ, the final result is the same, the ultimate consumer buys in addition to the mere fabric in whatever form, a plus of satisfaction in use because the fabric will not shrink.

But it means a lot more to the distributors—the retail stores, because it eliminates one fundamental cause of profit loss, which I will explain.

Every recent year retail stores have been faced by increasing operating expense. A serious factor in increased costs is the returned goods "evil." Another is that of "mark-downs."

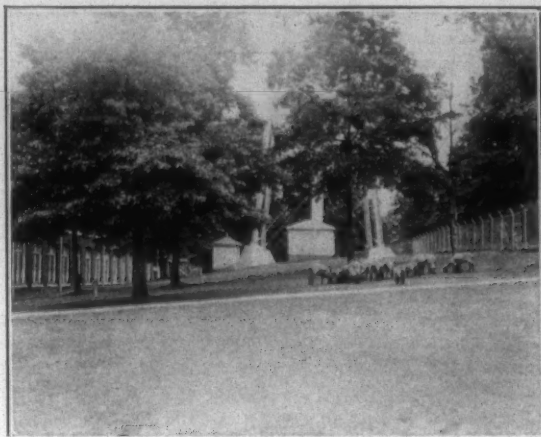
Returned goods means merchandise "sold" but then sent back. In 1932 this "evil" reached the startling figure of 16 per cent to 25 per cent of net sales, depending upon size of store. In short, from 16 to 25 per cent of sales were not sales at all, but duds. Figures for 1933 are not yet available, but undoubtedly will not be any less, probably greater. These are the official figures of the National Retail Dry Goods Association.

The matter of "mark-downs" is particularly aggravating in the ready-to-wear field. In house dresses, for instance, in which cotton fabrics figure exclusively, it ranges from 13 to 14 per cent. That means that this merchandise is left upon the racks and must be marked down in price in order to move it.

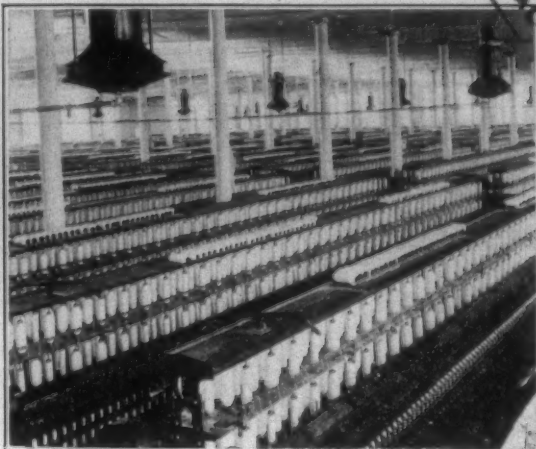
Now a basic improvement in production such as sanforizing, which removes a fundamental reason for returning merchandise and for the need of cutting price in order to move it at all, strikes at the very heart of a heavy loss in retailing. Such a result is eagerly sought by merchants. That is what I mean by stating that distribution channels accept sanforizing and merchandise sanforized fabrics because it means fewer returned goods and a decrease in mark-downs, consequently increased profits.

One evidence of how stores are pushing sanforized merchandise is contained in figures in our possession, not

(Continued on Page 36)



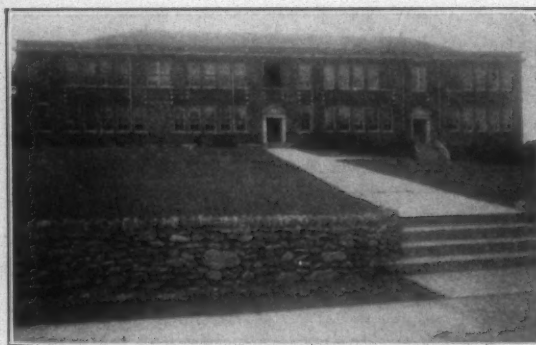
Part of Mill Lawn
Clinchfield Mfg. Co.



Spinning Room No. 1 Mill
Clinchfield Mfg. Co.



Mill Cottage
Clinchfield Mfg. Co.



Clinchfield School
Clinchfield Mfg. Co.

Manufacturers of
PRINT CLOTHS

Clinchfield Mfg. Co.
MARION, N. C.

Selling Agents
Leslie, Evans & Co., 39 Thomas St., New York City

THE COTTON FABRIC STYLIST

of fit. The spread of the use of shrinkage controlled fabrics in the women's apparel trades is regarded as unquestionable.

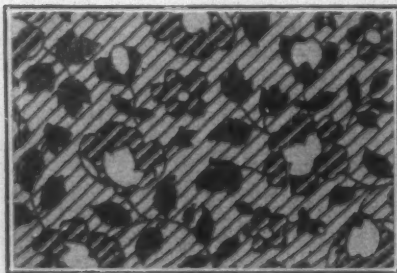
A PAGE DEVOTED TO HIS
PROBLEMS

by Harwood

Under Control

A year ago controlled shrinkage in washable dress fabrics was mostly a matter of discussion, but at present there is a great demand for shrinkage controlled goods, and all available facilities are in action to meet it. This is the result of the Sanforized process of controlled shrinkage and the energetic way in which it has been promoted. The demand for Sanforized materials has been stimulated by the style for fitted clothes—tailored fashions have come to play such a conspicuous part in the average wardrobe.

Women have always wished for fabrics that would not shrink, both in ready-to-

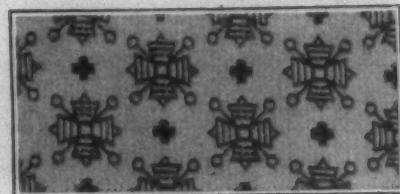


Printed Percal

wear garments and yardage goods, since it is an inconvenience to have to shrink material before making it into a garment and it is a problem to know whether a ready-made wash dress will fit after it is washed, but they felt such fabrics could not be obtained. The educational work done by Sanforizing has made the woman realize that the store can deliver to her cotton fabrics which will not shrink, and in buying the better quality cottons, of which there are so many this season, she likes to feel sure that she will get lasting service and that the garment will not shrink out

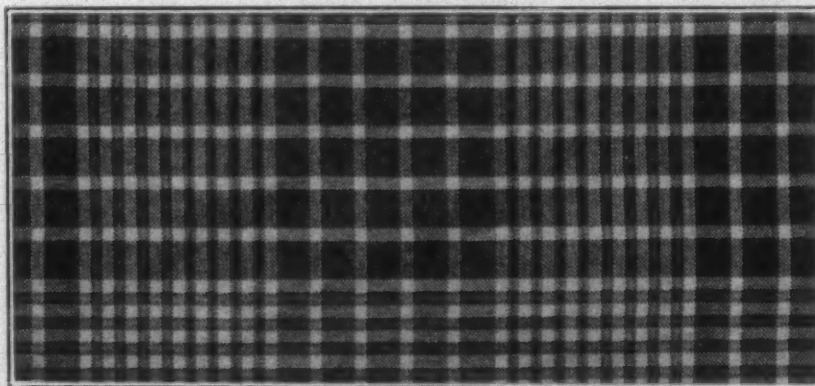
Pique Popular in Many Variations

Good work has been done this year in styling printed piques, which are seen in almost every collection. Several seasons ago piques came out in prints that had no sympathy with the character of the ground and some of them were pretty bad, but this year use has been made of precisely disposed tiny motif effects which are most attractive on this "ribbed cotton"—and, of



Printed Pique

gandies, dotted Swisses, gingham, piques and lawns. From this trend toward cottons that are definitely cottons, it is logical to assume that we will see more calico, chintz and old English print ideas, which are in line with the desire for simplicity.



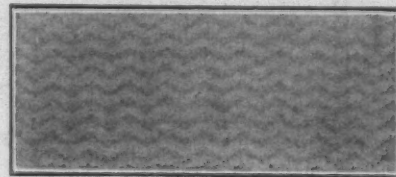
Gingham

course, the stripes that make such a nice contrast to alternating wales in pique. Piques in plain white are very good, particularly in novelty weaves of which there are a good many. It has even been advanced for use in all-cotton weddings—for the wedding gown as well as bridesmaids' dresses.

Plaided seersucker and gingham are much in evidence and both these cottons appear in a wide variety of fashions—bathing suits to evening dresses, the latter sometimes worn with pique coats. Rain-coats of seersucker featured in New York shops are among the best sellers—checks being cited as the favorite. These shops usually carry umbrellas and hats of the same materials as the coats.

Word has come that calico prints are very interesting in cottons sponsored by some of the Paris authorities. Glazed chintz, plain and printed, is being used both here and abroad in combination with linens, and the idea of promoting it for daytime and evening fashions was recently advanced by one of the leading department stores. From what we see and hear it even seems possible that we may see percales asserting themselves on a style basis.

Among the types of weaves found in

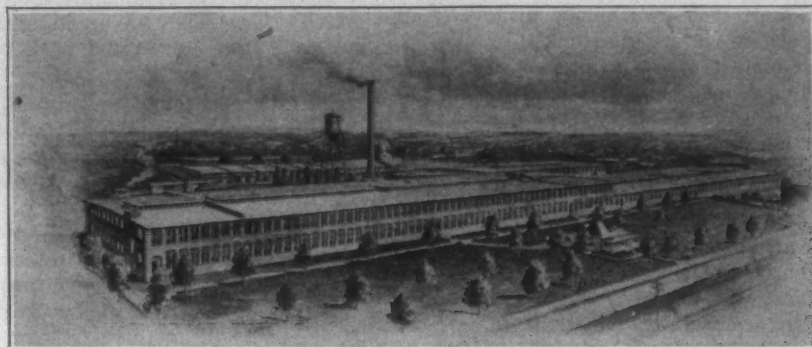


Pique—Novelty Weave

Looking Ahead

At this time of the year there is usually some speculation over trends for the coming year based on the end of the season demand and on the Paris midseason openings. There is a definite tendency all around to cottony cottons which are not imitations of silk or wool—and this of course brings into the foreground the old favorites—or

current promotions which indicate the favor for the cottony cottons are the candlewick muslins, used in varied color combinations in dresses for informal evenings, for the beach and for active sports. The fact that it launders beautifully and does not crush easily is in its favor.



The Dunson Mills

LA GRANGE, GEORGIA

Cotton Fabric Specialties
for the
Manufacturing and Converting Trades

SELL THROUGH
CURRAN & BARRY

320 Broadway :- New York, N. Y.

Sanforizing's Place in the Merchandising Sun

(Continued from Page 32)

by any means complete, showing that in 1933 stores spent more than \$250,000 of their own money in advertising the item of men's slacks sanforized-shrunk.

But quite as fundamental is the interest which the great consumer publications in all fields are giving to this improvement. Any person who follows the women's fashion news in such magazines as Ladies' Home Journal, Good Housekeeping, Vogue, McCall's, or any of the others, must be impressed, first with the way in which they are featuring cotton fabrics as a style proposition; and then with the importance they place upon sanforizing. As Julia Coburn, Fashion Editor of Ladies' Home Journal puts it, sanforizing removes the one "bugaboo" against cottons, that of shrinkage. I might quote from many articles, but merely continue with Miss Coburn's statement: "Sanforizing is a process of permanently shrinking a fabric before a dress is made, which assures you that both dimensions will remain the same after repeated washings . . . It's worth knowing about."

This spring, magazines going to women in cities, villages, on farms, will stress the importance of sanforizing. These magazines, with more than 25,000,000 circulation each month, in their fashion pages are carrying the sanforizing message into millions of homes, to many millions of women, who in turn are demanding sanforized-shrunk fabrics because of their added satisfaction and service.

It is quite natural, therefore, that the demand for such fabrics is rapidly increasing the yardage of cotton textiles being sanforized. While the time may never come when all cottons are sanforized, there is no question that the merchandising of such fabrics by manufacturers in their promotions and their advertising of garments for men, women, children; in their advertising and selling of piece goods and the many items other than garments which enter into the American homes, is giving this movement toward more complete satisfaction a momentum that gains every day. The American public after all, now more than ever, demands better qualities and more complete satisfaction in service.

TESTS ON DENIM

Recent tests of denims made by J. C. Penney Company developed the startling fact that a denim of given weight and construction when sanforized-shrunk has considerably greater wearing quality than it had before sanforized, even as much as 25 per cent more. Denims, sanforized-shrunk, also have a higher breaking strength both in warp and filling; as much as 13 per cent more in the warp and 12 per cent more in the filling. These tests were made over a considerable period of time, in a special testing laboratory maintained by the Penney Company. The wear tests are made on a special friction apparatus developed by the chemists of that company, that is used to wear through the fabrics. It requires many hundreds of strokes more to wear through the sanforized denims than those that are not sanforized.

The Penney Company through its 1,500 stores is educating men who work to demand these better wearing garments. More than half their output of work clothing this year will be sanforized.

I am reminded of a story told by the general merchandising manager of a great Middle Western department store. A woman not fashionably dressed, brought her three children in for shoes. The salesman showed her first a low-priced shoe. She looked at it, asked for something better. He finally sold her what he thought to be a high-priced shoe for her purse. But as she paid the bill the woman said:

"I simply can't afford to buy poor shoes. They wear out too quickly."

Men and women are trading up. They are demanding better qualities, better wear, better service. Stores know it and like it. Merchants are thoroughly fed up on cheap merchandise. They are speeding the time when they can get back upon the sound basis of quality in all price ranges.

Stores are pushing sanforized* cotton fabrics because they tie in with this plan of trading up, and at the same time reduce costs of operation because they eliminate the last great objection to cotton goods—the factor of shrinking.

To the retailer, therefore, sanforizing means cutting down present losses from returned goods and mark-downs; quicker sales, heavier turn-over.

To the consumer it means greater satisfaction, confidence, balanced quality, permanent fit, better service, longer wear.

Which, as you analyze it, is about all that any one improvement can offer in the way of backing for *sound* and effective, yes, and dramatic merchandising.

New Cleaning Machine for Cotton Suits

Picture men in 1935 getting their Palm Beach, linen and seersucker suits dry cleaned pure white, like the cloth before it is cut into the garment, without mangling or injury, and at a cost "which may not be much more than the cost of laundering," and you get an idea of what is claimed for a perfected machine and chemical invention to be put on the market this fall and what it may mean to the public and to the industry.

The inventor, Mario Busi, reports that it is in process of manufacture and is expected to be ready for sale about Labor Day.

He has worked on the invention about eight years, always with the ambition of obtaining a "clean" garment at a low price. He has tried it out in his own establishment for some time, and also loaned it out occasionally to get the reaction of other cleaners. He feels that the results now will offer a great boon to industry and public in the low cost of cleaning and expanded market for summer wear.

"The washer is made of an aluminum alloy with bronze inner parts that cannot be affected by the chemicals used in the cleaning process, which means that no replacements are needed over a period of years, lowering depreciation costs considerably. The compound used in cleaning is new to this branch of business.

"The machine works on the gyroscope principle and uses one-quarter horsepower for washing, drying or extracting, against the usual three to seven horsepower used by other cleaning machines on the market today.

"The interior machinery is so constructed that on continuous rotation it affords the goods 102 knocks per minute against the prevailing 25 to 30 knocks in the old reverse-action system in common use. In this way, the mangling and tearing of materials in cleaning is eliminated. However, the washing action is so strong that it cuts the usual cleaning time by one-third.

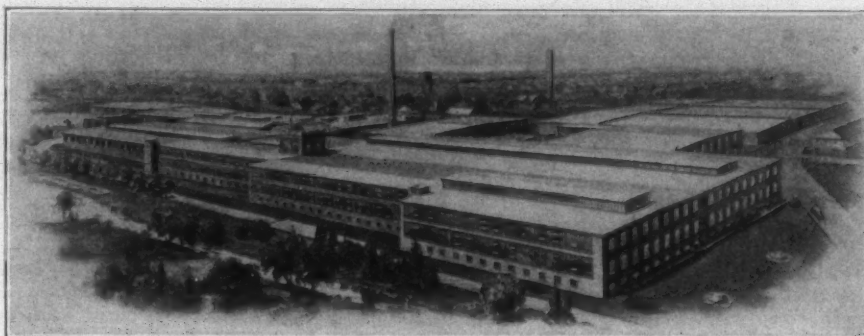
"A 1¼-inch pipe sprays a continuous flow of clean, filtered solvent, none of which ever is left in the washer. With about 35 gallons of fluid is obtained the same results in washing as other machines which require about 200 to 300 gallons for the same work.

"A special filter, patents pending, gives a flow of 400 to 600 gallons per hour, with a minimum capacity of 20 gallons. The machine can be connected with the common

(Continued on Page 38)

UNION BLEACHERY

GREENVILLE, S. C.



Dyers, Bleachers and
Mercerizers of Cottons
(Capacity, 40 Tons Daily)

●

A Modern Plant, Centrally Located
and Equipped with the Latest
and Best Machinery

●

NEW YORK REPRESENTATION
40 Worth Street

New Cleaning Methods for Cotton Suits

(Continued from Page 36)

one-half horsepower boiler of a pressing machine, and the drying process is carried out with the average of three to four pounds steam used from the same boiler, leaving the presser in full use of his boiler capacity.

"The new chemicals, tested over a period of months, will not make colors in any fabric run, and produces a pure white result in any texture, including linens and cottons in which a pure white cleaning has not been obtainable heretofore."

He exhibited a woman's printed dress, part of which showed that the dye was fugitive in the first washing, while another part of the garment showed pure white upon second washing. This was the result of the machine used lately in his own establishment.

"The chemical used in this machine is a stable compound and is not toxic to humans," Mr. Busi continued. "The ingredients are not new, but the compound itself has never been used commercially before, and was applied to this use after considerable experimentation. It will become known to the trade when the first machines are utilized."

"While the chemicals are more expensive than those now in common use, they will be cheaper in the long run because of a minimum of evaporation, not even excepting petroleum distillates."

"The machine can be used in continuous operation 24 hours per day indefinitely, without replacement of parts, while the power and steam costs are light. This combination, together with the slight depreciation cost and economy in the use of chemicals, should make future cleaning costs so low that eventually it should not cost much more to clean than to launder any articles of ordinary use."—*Daily News Record*.

Promotion Work Will Increase Sales Of Cotton Textiles

(Continued from Page 28)

Fourthly, it is well to be business-like about promotions and by business-like I mean to make them interesting to all people concerned in their functioning. The buyer and merchandise man should realize by your business-like approach that your ideas and the material to back them up measure up to the standards of their particular store, and if you are smart and have done a good job in the big city stores, you will find yourself lifting the standards of the smaller stores. Buyers must come to feel that your promotion department means business by living up to all its promises and by getting the right things done at the right time.

Give the store's advertising manager information on the promotion in all its details. If he is worth his salt he will be glad to receive suggestions for newspaper presentation of your ideas.

DON'T FORGET DISPLAY MAN

"Don't forget the display manager. He can do more good in the successful promoting of an idea than most manufacturers' advertising people realize. With every Cannon promotion usually goes a \$500 prize offer for the best window on our products. The display manager is allowed \$2 for every photograph submitted to the contest. Prize winning windows not only get themselves shown in trade paper publicity, but their creators are given a publicity break as well."

What has done more perhaps than any other thing to secure the co-operation of display managers has been the

publication and the distribution and important executives of a book called "Good Windows." This book shows photographs of all the prize winning Cannon windows, but also shows the photographs of the display managers responsible for them and carries a brief biography of the career of each.

HUMAN PHASE ESSENTIAL

Finally, into every promotion endeavor must go the human phase. This is always hard to define, but I think it can best be caught by a line from that splendid book of last year called "Timberline," having to do with the lives of perhaps the two greatest rogues that have ever graced promotion history—Bonfils and Tammen, of the *Denver Post*. Tammen, the lesser of the rogues but the shrewder student of human psychology, talking on the day of his death to his wife and bidding her goodbye, said there were two things that impressed him most in life, one, thoughtfulness, and the other, gratitude.

You will not meet with much thoughtfulness or gratitude in business life nor should you expect to. That is no reason, however, why you should not try to put some of each in business yourself. A word of praise to a buyer who has done an outstanding job, a note to an advertising manager whose local advertisement has registered with you, a line to a window man whose window has been the talk of the town—these and hundreds of things like them do an incalculable amount in creating good will for your promotion department and for your company as well.

Merchandising of Hosiery

(Continued from Page 40)

Within the last two or three years the merchandising pendulum seems to have indicated a backward swing toward the wholesalers and jobbers, as evidenced by the volume of business manufacturers are securing from these sources.

The depression starting in 1929 and continuing up until this last year caused numbers of chains and department stores, with their heavy overhead in rents, etc., to discontinue business, opening up the field for the properly managed and merchandised small retail unit. Of course, some of the large chains that went into receivership have reopened, but in most instances quite a percentage of their stores have been discontinued.

However, with all of this, wholesalers and independent retailers are meeting this competition and will make money as long as they give their customers the kind of merchandise they are looking for. Personal contact establishes a lot of good will and with proper merchandising, not only of hosiery but other items as well, business will continue to go forward.

The Importance of Perfect Finishing in Merchandising

(Continued from Page 30)

production more than 40 per cent., decreased the number of hours 10 per cent., decreased the number of employees necessary to operate the plant 20 per cent., and produced a fabric that was better in quality than the original under which the reputation of the plant had been built.

This story is told only to illustrate the importance of modern equipment and modern handling in finishing.

In conclusion, let us say that it has been our experience that money spent for reasonable and intelligent rehabilitation pays big dividends because it makes possible the fine finishes which are so important in merchandising.

KERR

Bleaching and Finishing Works

CONCORD, NORTH CAROLINA

On the Main Line Double Track System of the Southern Railway

Oldest Bleachery in the South

(Established in 1890)

Equipped with the Most Modern Machinery for

Bleaching, Napping, Dyeing and Finishing
COMMERCIAL, SULPHUR AND VAT COLORS



Nainsooks	Muslins	Broadcloths	Pocketings	Piques	Ducks	Flannels	Crashes
Long Cloths	Cambrics	Pajama Checks	Linings	Jeans	Silesias	Necktie Linings	Towels

Dyed Furniture Denims, Napped Goods for the Rubber Trade, Duvetyn Flannels, Rayon Striped Shirtings and Underwear Fabrics, Seamed Sheets, Pillow Cases, Diapers

Our Plant is favorably situated in the heart of the Southern Textile District. We solicit Your Business on our Record of 45 Years' Experience in Finishing Goods for the Converting Trade.

QUALITY—SERVICE—SATISFACTION

RALPH M. ODELL,

Manager of New York Office: 40 Worth Street

Telephone: Worth 2-1064

Merchandising of Hosiery

By L. D. Tucker

May Hosiery Mills, Burlington, N. C.



THE marketing and merchandising of hosiery today is entirely different from what it was eight or ten years ago when practically the entire output of mills manufactured non-advertised lines was distributed through the wholesale and jobbing trade.

It was the policy of the wholesalers to place their orders not more than two or three times a year, except for fill-ins, covering their requirements four to six months ahead. The mills in turn covered for yarns, rayon and silk against the goods sold.

Within recent years the picture has changed radically, brought about primarily by group buying organizations and the advent of the larger chain stores, establishing branches in practically every city in the country with a population of ten thousand or more.

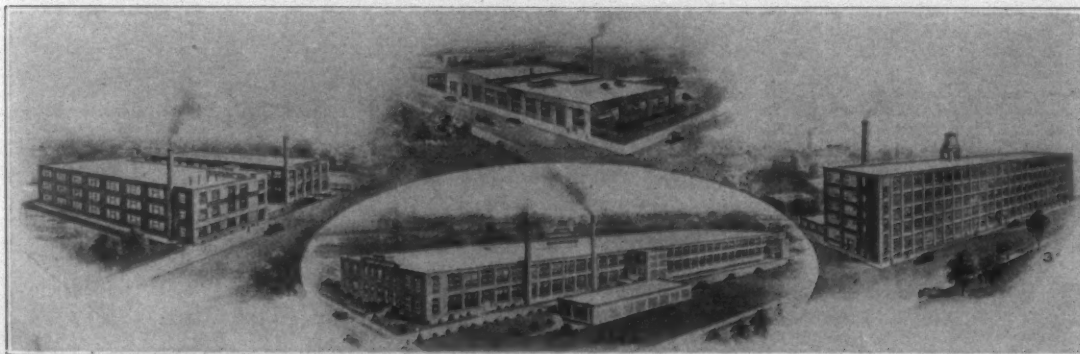
In addition, various chain stores of almost every description opened up branches in communities of one thousand or more population, operating stores efficiently

managed. Many merchants who were not wide awake enough to join some buying syndicate or organization of this kind were undersold, with the result that countless numbers of them either failed or retired from business.

This meant that the large department stores and chains forged ahead, doing the majority of business in each city or town and leaving the legitimate wholesaler a very limited number of accounts that could be credited—consequently hundreds of jobbers throughout the United States quit business rather than continue to lose money.

Others in connection with their jobbing business started the manufacture of overalls, dresses, in order to decrease their overhead. Of course, there are some outstanding exceptions. There are today a large number of wholesale houses scattered throughout the country who have consistently done a large and profitable business, due no doubt to their splendid business management.

(Continued on Page 38)



Mock, Judson, Voehringer Co., Inc.

Manufacturers of

FULL FASHIONED SILK STOCKINGS

Mills At

Greensboro, N. C.
Philadelphia, Pa.
Long Island City, N. Y.



Sales Offices

385 Fifth Ave.
New York City

Avondale Mills

BIRMINGHAM, ALA.

Owning and Operating Mills At

Birmingham, Ala., Alexander City, Ala., Pell City, Ala.,
Sycamore, Ala., Sylacauga, Ala., Stevenson, Ala.,
Lafayette, Ala.

Manufacturers of

Twills, Sheetings, Chambrays,
Denims, Yarns and Rope

Selling Agents for Woven Goods

Southeastern Cottons, Inc.

58 Worth St.

New York City

Selling Agents for Yarn

Walterman Currier & Co.

78 Chauncy St.

Boston, Mass.

Selling Agents for Rope

McKnight & Patten
Memphis, Tenn.

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Efforts To Make NRA Self Governing

Chicago.—An effort in the NRA to make industry truly self-governing by eliminating so far as possible all interference from the Administration is definitely under way, according to Robert L. Houston, division administrator for Division Four, who told the wholesale dry goods trade at its convention here that this represents a new phase in the development of the recovery act.

Mr. Houston declared that talk of Federal dictatorship is wild talk. On the contrary, he said, the effort now is to "take business out of our lap."

"We're now in the weaning period. It was necessary to do a lot of nursing when the NRA was in its infancy, but NRA is no longer an infant."

The function of the Administration is to administer the recovery act, it is the function of the code authorities to administer the codes, Mr. Houston declared. "We don't want to dictate to any trade. We want to be as far away as we can. It is your code; you wrote it. It is yours to handle as you see it. We will keep out except to see that you do not violate the act itself."

"The function of the business man is the same as it has always been—operate your business in your own way without interference from anybody. There are some things which had prior to this act been considered private concerns, but which the act make public concerns. The Government now has the right to put in a word about

such broad, far-reaching generalities as hours of work and minimum wages. Also, there are certain elements within each trade bordering on the criminal, and it is now deemed in the public interest to put an end to such activities. In return for the sacrifice of these things to the public interest, business has been permitted and invited to write codes, to perform certain functions as groups which formerly were prohibited by the anti-trust laws.

"Many trades are showing a tendency to overwrite codes. Many of them have gone too far. They have tried to draw a map of Utopia, with the result that their codes have not been gotten into working order. Some codes have had too many prohibitions, with the result they are difficult to enforce, just as the first code of all, the Ten Commandments, was difficult to enforce because it said "Thou shalt not."

In answer to his own question as to what will become of NRA in 1935, Mr. Houston said it seems obvious that the sound features will be retained and the unsound scrapped. Professions such as medicine and the law have had codes for generations, sponsored and enforced by governmental authority, either State or National. Thus codes are not new. The NRA puts the business man in a position to regulate himself just as the professions have done.

Mr. Houston warned against putting too much into codes. Prohibitions, attempts to include firms or individuals not naturally or practically associated with a particular industry in that industry's code and excessive assessments for administration are features to avoid, he said, because they cannot be successful.

Rome Hosiery Mills

ROME, GA.

Manufacturers of

176-200 Needle High Grade Carded
and Combed Men's and Ladies' Seam-
less Cotton Hose; Carded Misses
Ribbed Hose and Anklets.

Berryton Mills

BERRYTON, GA.

Manufacturers of

Superior Grade Single Carded
Cotton Yarns, 10's to 30's

Hannah Pickett Mills

ROCKINGHAM, N. C.

Manufacturers of

Print Cloths, Twills, Sheetings
Tobacco Cloths and Chambrays

Selling Agents

SOUTHEASTERN COTTONS, Inc.

58 Worth St.

New York City

LEE & ODEGAARD CO., Inc.

54 Worth St.

New York City

The
Newberry
Cotton Mills

Newberry, S. C.



Heavy Sheetings



New York Agents
Ketcham & Bell
19 Thomas Street
New York

Some Thoughts on Merchandising

(Continued from Page 26)

some reasons and we shall try to list some of those that we on the side lines see. We might use only two expressions that will cover all of these and they are lack of information and lack of will power. Perhaps they need orientation so we shall explain:

1. The mill has insufficient information about demands and its selling house is still ossified with the hardening of ideas of an age long ago outmoded. The relationship between production and demand too often is non-existent. *Laissezfaire* is surely rampant in this field. There is no "regimentation" or sensible planning of any kind. There is a theoretical demand and a possible oversupply for the demand and mills and merchants bid for its attention.

2. This means depressed and distressed markets. It means heavy loads for mills poorly financed which must of necessity pay processing taxes, pay for cotton on delivery and satisfy an ever exacting banker who may be watching and waiting for a hope of liquidation. Sales must go to get more money on which to operate to further distress the market.

3. Changing world demands—obsolescent goods—goods that are hard sales—and other types with their devitalizing influences come into a highly sensitive market to give it the jitters and force it to lower levels.

4. Commission merchants must have commissions for that is their margin of income. A slight break in the prices means very little to their commission but an awful lot to the mill and a catastrophe for the industry. Order taking instead of intelligent salesmanship.

5. Speculating in cotton and setting prices in manufactured products. Too many mills are cotton speculators and have shown their profits in cotton purchases rather than product sales. There has always been a slogan that mills should sell or quote prices on replacement price of cotton. Too many mills who at some time have cheap cotton forget the principle and give away their profits through poor merchandising methods.

6. Too few know what costs are or what they should include. I do not mean that mills do not have so-called cost system but I am of the opinion that too few have a dependable cost system.

7. Spot deliveries are encouraged as against the placing of orders for future deliveries. To the manufacturer these effects of hand-to-mouth buying are naturally matters of real concern. The seasonable or style qualities of the goods makes this a severe problem to him. This problem can be helped to some extent by the stability of his sales market.

8. The modern industrialist must be a merchant or he

must have a merchandising department connected with his organization which is an integral part of and properly related to and co-ordinated with his production department. The producer and consumer must become more closely connected and understand the requirements of each other. There are too many closed compartments in the line between producer and consumer. There is too much ignorance about the relationship between these compartments.

"Modern merchandising conditions demand exceptional service and great flexibility on the part of the retailer, jobber, cutter-up, and manufacturer. The buyers' market is here to stay for some time. Overproductive capacity is being increased rather than absorbed. Industrial research has accomplished so much in recent times in the introduction of new and improved machinery and mechanical processes that productive power is practically unlimited. It is possible that a scarcity of raw materials may again have a tendency to decrease production and thus create such a demand for merchandise that forward purchasing of merchandise would be once again in volume, but this is more of a seller's hope than an expectancy. Such a diversity has entered into every class of merchandise that a shortage in one line would be supplied quickly by another line. In other words, practically every article of merchandise has its understudy. If a real product becomes extinct, a synthetic product takes its place.

"There are three marvelously potent words in industry—co-ordination, control, flexibility. When these three words coalesce and act as a unit the results, expressed in terms of the operating statement, are decidedly gratifying.

"It is a dream of those deeply interested in promoting improvement in business procedure that one day the relations of production, merchandising, and distribution will become co-ordinated with consumer demand under a flexible system of control. Such a happy consummation would result in raising the earning power of labor, at the same time lowering the prices of whatever labor desires to purchase, a most desirable economic paradox.

"Merchandising calls for intellectual development of a high order. The ignorant, reactionary or merely initiative business man cannot hope to attain any considerable success."

Greenville, S. C.—A pickup in the textile business after the present seasonal decline was predicted by Nelson Slater of New York, president of the Slater Mills, near Greenville.

Mr. Slater came here from Washington, where he conferred with Senator James F. Byrnes (Dem., S. C.) and Government officials on the textile outlook.

Durham Cotton Manufacturing Co.

Manufacturers of

COLORED COTTON FABRICS OF MERIT

JOSHUA L. BAILEY & COMPANY

10 Thomas Street

NEW YORK CITY, N. Y.

Selling Agents

BRANDON CORPORATION

Greenville, S. C.

Manufacturers of

Print Cloths Broadcloths
Sheetings Bag Goods
Duck

BRANDON PLANT

BRANDON DUCK PLANT
GREENVILLE, S. C.

POINSETT PLANT

WOODRUFF PLANT
WOODRUFF, S. C.

Bleached and Dyed Print Cloths,
Broadcloths and Sheetings

RENFREW PLANT—TRAVELERS REST, S. C.

Selling Agents

Woodward, Baldwin & Company

43 Worth Street

New York, N. Y.

Merchandising Cotton Mill Products

(Continued from Page 21)

Cannon Mills, was trained as a merchant before he became a manufacturer. He understood mercantile values and grasped with uncanny sense the essentials that determined the time to buy or sell, quite regardless of the immediate merits of the amounts or the qualities of merchandise involved in a trade. He was one of the best all-round cotton merchants and manufacturers of his generation. The late D. Y. Cooper, a yarn manufacturer, was another conspicuous instance of the combination of manufacturing and mercantile abilities in one personality.

The most remarkable man of this type was the late Robert Knight, who started a manufacturing career in Rhode Island at eight years of age, and while sticking strictly to that business accumulated \$30,000,000, and died at 85. The late John G. Shedd, who succeeded Marshall Field in the control of his great business and was trained by him, stated to the writer on one occasion, that he considered Mr. Knight the shrewdest manufacturer-merchant he ever knew and he could never decide whether he was not a greater merchant than he was a mill man.

These instances are called to mind to bring out the fact that, while all these men knew the various sales methods of moving out mill merchandise, and had used them in one form or another, their strength lay in their ability to grasp mercantile conditions and to use them for the sole purpose of profiting from production steadily maintained. Those who knew these men best often recall the fact that their mills ran the steadiest and it was not due solely to the possession of the "lowest mill costs."

Commission houses probably handle the greatest vol-

ume of mill merchandise that is regularly distributed. It has been common enough to hear men denounce commission houses from every angle, but in the long run of years that have passed, well managed commission houses have trained the best merchants and built up the finest mill plants. Oftentimes it is pointed out as a contradiction of statements of this sort that many agencies selling to retailers, and many mill representatives, have done more for mills than any commission house. But those who think along this line have seldom examined the genesis of those who conduct such agencies or represent mills in the markets or they would find that the successful managers are commission house trained men.

It quite often happens that some young Southern man blasts out his feelings against commission house merchants. But those who have seen the Southern cotton industry grow in the last 50 years are much inclined to pity anyone in cotton goods who does not know what Woodward, Baldwin & Co., and other distinctive cotton goods commission houses did to find markets for Southern mills in days when they were not so freely and profitably available as they are today. In fact, it should be a matter for shame for any Southern man to ever forget what commission house sales direction and financial guidance did for Southern manufacturers from 1865 onward. In their early days commission merchants' functions were very different from what they now are, but the essential fact remains that where sound and honest commission house merchandising is followed it is one of the very best forms of mill representation in the markets.

There are plenty of manufacturers who denounce brokers, and use them. It is frequently said that mills pay them but they serve the buyer. It is manifest that if they were not of great service to the buyer they would have no standing with the mill, or the agents who employ them for bringing buyers and sellers together. Many present-day brokers were formerly mill managers or had mill experience. Most of them know cloth constructions and how they should be assembled. A few make no pretension to trained mill experience, yet they are very often the shining examples of good traders and good mill advisers. So when the efficiency of brokerage as a means of mill distribution is fairly and soundly considered, it will be found that the man stands for more than the system.

Wide interest is taken in the progress being made in restoring the prestige of the old Hunter Co., through the reorganized Southeastern Cottons, Inc., as it represents the most extensive experiment ever made by manufacturers in cotton goods lines to sell through an agency controlled and directed by manufacturers. If the experiment had started from scratch, that is if groups of manufacturers started to collect and establish an agency, its success might be doubtful. But in this case the skeleton of the commission agency was kept in the form of commission trained men and it has been directed by a type of organizer and director, not common in the cotton goods selling field. It is steadily accumulating market power.

From the foregoing it may be inferred, reasonably, that no one form of mill direction can be universally commended for any mill. There are many cases where brokerage backed by sound factoring and banking can be used profitably and the same methods applied elsewhere would fail. The personal element involved in mill management that does not know how to defer to or consult with trained merchants is difficult to handle. A manufacturer only loves his merchandise. He made it. A merchant sees it as something to sell profitably. When those two functions are harmonized, the selling of mill products is not so difficult as some men say it is.

WALDENSIAN Hosiery Mills

VALDESE, N. C.

Manufacturers of

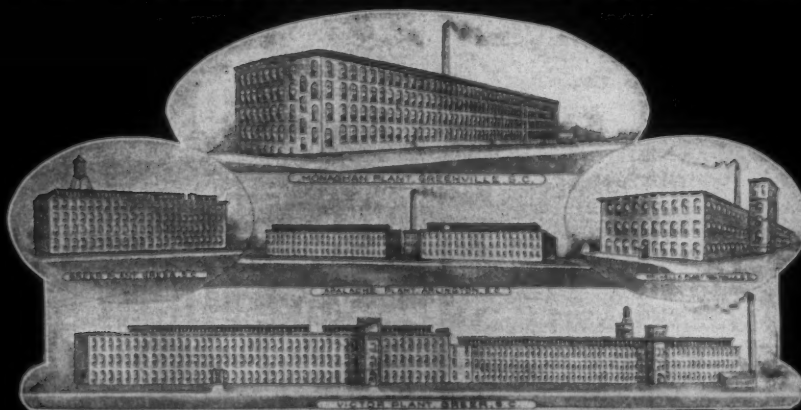
**Ladies' Seamless
and
Full Fashioned
Hosiery**

PRINT CLOTHS

AND

FANCIES... *by*

VICTOR MONAGHAN Co. Have Market Leadership!



VICTOR MONAGHAN COMPANY GREENVILLE, S.C.

Union-Buffalo Mills Company

Plants At

Union, S. C.
Buffalo, S. C.
Fairmont, S. C.

Manufacturer of

Print Cloths,
Sheetings, Drills,
Osnaburgs

Selling Agents

Hesslein & Co., Inc.
77 Worth St., New York City

Woodward, Baldwin & Co.
43 Worth St., New York City

How Far Do You Sell?

(Continued from Page 23)

chandise for a legitimate profit, to be able to know in advance what will sell and what will not, and to know further that to have anything in stock for which there is no demand is just plain foolish. These merchants have had two or three years of this now, and they are the ones who will make the first demands on manufacturers for selling plans along with a bill of goods, for nothing is ever going to take away from them the happy feeling of making a net profit on every sale made in the store.

We believe that manufacturers can take a tip and get an idea from the larger stores throughout the country which are promoting the sale of yard goods by means of "sewing schools," "sewing contests," etc. The big idea back of these promotions is not solely the sale of goods immediately, but rather the *idea* of home sewing—selling over a long period of time. Reports are very favorable on this type of promotion and these reports should be a barometrical reading for all manufacturers of cotton yard goods.

The big question that you, the manufacturer, will have to answer, and which will not be hard to do, is, "How will the little fellow put on such a promotion?" The answer, of course, is obvious. He can't all by himself. He doesn't know how. He must be shown and you are the one to not only show him, but to help him. See the point in that? It looks like a "natural" to us, and if prognostications are in order, the maker who is first with a campaign of this kind, and who does it right, will reap his reward in added volume, more outlets and larger ones.

It is not unreasonable, nor is it fantastic to state that the time is not far distant when in order to sell a merchant a consignment of merchandise of any kind, the manufacturer must accompany that bill of goods with a complete selling plan for its removal from the shelves of the retailer. Merchants are no longer interested in having goods in stock simply to be able to say that they have it in stock. They must have it, of course, but they are going to stock only that merchandise that sells fastest, in the greatest quantity and at the greatest net profit. Some are doing that today, and their financial statements are held up as examples to the rest of the retail world. Those that are not doing it realize the importance of it and are making progress along that line and it is these merchants who offer the greatest field of endeavor for the manufacturer. It is here that the enterprising manufacturer will concentrate, because these merchants are tackling a new problem. That is, new to them and they not only need help, they will welcome it. It is up to you to make yourself the source of information and the guiding star to these merchants. If you do, you will get your just deserts—sales and a larger clientele. If you do not, you will also get your just deserts which we would rather not contemplate.

Edna Mills Corporation

WIDE PRINT CLOTH
THREE LEAF TWILLS

Reidsville

North Carolina

Factoring Grows in Favor

By S. Chesney
Textile Banking Company

THE revival of trade after several years of depression, which, in the textile business at least, followed a long period of constant deflation in textile raw material prices, has found many textile manufacturing concerns with working capital insufficient for their needs in meeting the now changed trend towards higher prices of raw materials and the increased wage scale brought about through the NRA codes.

Generally speaking, textile mills are located at points regarded as strategic from the standpoint of raw material supplies, labor market, or advantages in distribution, with the result that usually the financial and credit extension problems must be handled at a distance removed from the actual center of financial and credit activities.

A development peculiar to the distribution of textile mill products has grown out of the operations of so-called Factors, or commission merchants, which had their beginning back one hundred years or more ago in the distribution of fabrics sent into this country from abroad. As textile mills developed in this country it became necessary to employ selling agents in the trading centers so that to this day practically all of the output of the great textile mills, both in the North and the South, is disposed of through central selling offices either established by the mills themselves or specialized selling agencies representing the mills.

As the management of a mill therefore does not maintain direct contact or direct relations with the purchasers of the goods produced and, being removed from the centers where correct credit information is immediately available, it has been found much more satisfactory for such a manufacturer to arrange with a capable selling agent to keep in touch with the markets and follow up closely the distribution of the mill's product. As a part of the operation in distribution specialized banking organizations known as Factors in the New York market have undertaken to act for the manufacturer in passing upon and assuming credit risks in connection with the distribution of his mill's products, the textile industry being the only industry that has a specialized banking company devoted solely to financing the movement of products of textile mills. Through the efficiency of such a banking company the management of a textile mill is in the equivalent position of selling its production for cash without assuming any credit risks although all of the sales of its mill are made on a competitive basis of terms and the usual time for payment is granted. The banking organization advances cash as shipments are made and carries the accounts to their maturity.

During the past three or four years the banking situation generally has been such that even mills enjoying good credit have had difficulty in obtaining the working capital required for the most efficient operation of their plants and in many cases continued enforced liquidation has so depleted their working capital position that decided changes have been necessary in their method of operation. Under such circumstances the factoring organizations have continued to function with even greater efficiency through the increased volume of business that has been made available, and as a result there are many

(Continued on Page 58)

Highest Quality

Double Carded Knitting Yarn

16/1 to 40/1



Natural, Dyed, Bleached and Tinted



Cross Cotton Mills Co.

Marion, N. C.

Eugene Cross,
President

S. R. Cross,
Secretary

Elizabeth James Mills

MARION, N. C.

Established 1916

CRAWFORD F. JAMES, Prop.



Manufacturers of

MEN'S HALF HOSE
Plain or Fancy



**"JAMES BOYS and
NOMINEE HOSIERY"**



To the Jobbing Trade

**DRAPERIES
UPHOLSTERY
SPREADS
NAPKINS**



Neisler Mills

Incorporated

Kings Mountain, N. C.

**SAXON
MILLS**

Spartanburg, S. C.

Experienced manufacturers of
Printers and Converters Cloths,
paying special attention to indi-
vidual requirements.

Hosiery Statistics Show Balanced Output

COMplete statistics of the hosiery industry have just been made available for the first time. Through the hosiery code authority, an instrument has been provided to secure complete data as to the status of the industry and that body has just published a bulletin presenting the most complete picture of the statistical position of the industry ever shown in its history, by months since November of last year; shipments by months since July of last year, stocks on hand at the end of each month, beginning with October of last year; a comparison of stocks on hand as of December 31, 1932; number of employees on certain stated periods, and payrolls for the industry for consecutive six months' periods for 1932 and 1933, and machine operations in March, 1934, as compared with April, 1933. Information is brought up to date as of the end of April, 1934.

This bulletin will serve as a basis for comparison for subsequent monthly bulletins, bringing information up to date as each month's figures are completed. The first bulletin gives complete tables and charts from which comparisons with subsequent bulletins will indicate definite trends and the current position at the end of each month.

PRODUCTION REGULATED

Full-fashioned hosiery produced during April of 1934 amounted to 2,639,185 dozen pairs, according to this bulletin. Shipments of full-fashioned stockings 2,651,719 dozen pairs. Production of all types of seamless hosiery for the month was 6,243,464 dozen pairs. Shipments of all types of seamless hosiery were 5,783,553 dozen pairs. Stocks on hand of full-fashioned hosiery at the end of the month were 4,181,466 dozen pairs, and on all types of seamless 12,783,957 dozen pairs.

Stocks on hand for all types combined are indicated as an approximate supply for eight weeks' shipments, similar to shipments made during April. There has been no material change in this ratio during the six months since November, 1933, according to Earl Constantine, executive director of the hosiery code authority.

HIGHER INVENTORIES IN SOME GROUPS

"Certain groups show stocks on hand which would amount to three to eight months' shipments requirements if April shipments can be considered as normal. However, April shipments cannot be so considered for a number of reasons," said Mr. Constantine, in referring to these figures.

"For example, stocks of men's wool hose and women's wool hose on hand at the end of April were approximately eight times the shipments for the month. This can in nowise be regarded as dangerous because of the seasonal nature of the demand of this type of hosiery. This demand is naturally practically non-existent in the spring and this spring it has been slightly sub-normal. Inasmuch as the annual demand is more or less constant, it has been necessary for manufacturers to keep up their production in anticipation of the demand that will develop in the fall. Furthermore, code restrictions of productive machinery operation to two 40-hour shifts per week have

made it impossible for manufacturers to wait until orders have accumulated and then purchase their raw materials and work on three shifts, as some of them have been in the habit of doing in the past.

It is also quite probable that some manufacturers have produced goods and placed them in stock in anticipation of a possible curtailment of production. In many instances, too, buyers of woolen hose have seen the necessity of placing orders at the beginning of the year and manufacturers have urged this practice. This should result in a more even distribution of manufacturing and a natural accumulation of stocks during certain portions of the year."

LABOR POSITION IMPROVED UNDER NRA

Other figures prepared by the statistical department of the code authority show that the position of labor had been materially advanced under the NRA. The number of employees on payrolls on March 15, 1934, for example, was 21.2 per cent higher than on April 15, 1933. April, 1933, was chosen as the last month before anticipation of the NRA began to evidence itself in stepped-up production and increased payrolls.

Wages, too, showed an increase under the NRA. Total wages paid to productive workers in the industry during the last six months of 1933 were 24 per cent higher than they were during the corresponding period of 1932. The code was in operation for only five of the last six months of the year, and these percentage figures are therefore lower than they should have been for six months' operation entirely under the code.

"A marked increase in double-shift operations of knitting machinery is also shown since the code went into effect limiting productive operations to two 40-hour shifts per week," Mr. Constantine continued. "The result of these two-shift provisions of the code was a reduction in average machine hours per week for equipment from 110 to 80 hours, or 27 per cent. However, the total machine hours operated at present are nearly as great as they were before the code went into effect, because of the fact that many machines which were formerly operated on only a single shift are now operated on only a single shift are now operated on double shift basis.

"It is this fact that has led to the current price situation and calls for a constructive program of production control. Various schemes for such control are now under discussion by the hosiery code authority, and it is expected that some announcement covering this situation will be made shortly."

Camperdown Co., Inc.

Greenville, South Carolina

Manufacturers

STAPLE GINGHAMS

LILY PRODUCTS

6-Cord Sewing Thread

Mercerized Sewing Thread

6 Strand Floss

Bias Fold Tape

Ball Thread

Crochet Cotton

Boucle

A well known line sold throughout the South and East by direct representatives. Prices and color cards furnished on request.

LILY MILL & POWER CO.

SHELBY, N. C.

TWINE CORD

Wrapping Twine

Florist Twine

Seine Twine

P. P. Twine

Sea Island Twine

Linen Finished
Twine

Kite Cord

Fancy Rayon
Cord

Sash Cord

4 ply Cable

Corded Sea
Island

Trot Lines

Carpet Warp

Mason Lines

Staging Chalk Lines

Rug Filler

Bag Sewing

Clothes Lines

Over Edging

Tufting Thread

Manufactured and Sold By

CLEVELAND MILL & POWER CO.

LAWNDALE, N. C.

American Mills Attain New Heights In Woven Rayon *

By John Black

THE summer and fall merchandising outlook for fabrics might perhaps be exemplified in a remark made to me recently by a leading dress fabric manufacturer. "In the rayon weaving industry," he said, "our technical development is far ahead of our promotional development. Both as regards yarn and fabric, the technicians have accomplished wonders during the first quarter of 1934. If we weavers could put similar energy into our merchandising effort, the fall season would prove a pleasant surprise."

Indeed, when we review the current fabrics the picture is so impressive as to stimulate expanded sales activity. With some important firms it has already done so.

As has been frequently forecast, the glamour vogue is subduing itself considerably. Pigmented rayons are more important than ever, with indications pointing to continuation of this tendency through the year. Thanks to the ceaseless effort of rayon chemists, the new viscose yarns possess just the right degree of soft glow to meet

fashion's call for dull surfaces. Some of the heavier dull crepes are being succeeded by early summer lightweight fabrics. After a spirited spring season which brought profit to many weavers, certain of the crepes have been withdrawn and we may expect them to appear in newer and doubtless even more distinctive variations next season.

Looking more broadly, we find viscose rayons occupying a dominant place among best-selling fabrics. Dull surfaces, of course, are always the keynote. Viscose yarn is being widely used both alone and in mixtures for the newest mossy textures, cords, linens and printed organ-dies. It is evident already that cord constructions will be important in the piece goods departments of stores for summer, even as they are now highlighted in ready-to-wear markets.

Viscose fabrics are moving higher on the fashion scale each month. While the all-rayons enjoy their customary volume market in daytime wear, we cannot ignore the significant progress being made in more formal fields. Several important stores in metropolitan cities showed all-rayon wedding dresses at Easter, and these outlets

*Reprinted by permission from the Premier Rayon Review, published by Industrial Rayon Corporation.

MILLS MILL

Plant Number One
Greenville, S. C.

Plant Number Two
Woodruff, S. C.

Manufacturers of

Twills, Broadcloths, Pajama Checks. High Grade Dress
Goods and Shirtings Made from the Best Combed Yarns

Selling Agents

REEVES BROTHERS, Inc.

40 Worth Street

New York City

reported satisfactory movement of the merchandise. Similarly, viscose fabrics are expanding in more moderate priced fields. Western retailers did an exceptionally good March and April business on children's tweeds of rayon and cotton.

One interesting development of recent months is the increased retail movement of viscose rayon piece goods made from fine filament yarns. Stores which have studied this trend in their own departments report that women who do their own dressmaking are much more favorably disposed to the all-rayon fabrics than they were a year ago. It is stated that the improvement in yarns has made these fabrics more easy to handle at the sewing table and more satisfactory for needlework. For this reason, the stores expect the all-rayon piece goods lines to continue active.

At the mill the immediate picture as regards all-rayons is somewhat mixed. Numerous weavers are turning their attention to the plain washables for summer, and indications are that novelty of construction will be outstandingly important in these lines. The present vogue for blue and other deep tones is yielding place to pastels in the washables; color interest centers on white, flesh, pink and peach for street and sportswear apparel. However, the rayon print season is far from at an end. Indeed, prints promise to parallel the plain pastels for an indefinite period. The explanation of the remarkable popularity of rayon prints this season may be found in two factors: First, the constant improvement in the viscose yarns, giving them an ever greater affinity for dyes; and second, but not less significant, the progress made in weaving these fabrics.

The new all-rayon prints are a blaze of color. Truly it may be said that never before has viscose yarn demonstrated so fully its aptitude for color effects. In the quasi-staple pigmented fine filaments there are many interesting pebbled variations. Designs in current lines run the gamut of possibilities, taking in every conceivable school of pattern. Geometrics and florals in countless color combinations are offered. The florals are especially striking; a few large patterns show Mexican and Spanish influence and there are also numerous small florals, some so minute as to be almost microscopic. We can look for further development in the latter, as viscose yarn lends itself particularly well to clear and specific effects in the ultra-small prints.

So much, then, for the immediate outlook. With respect to the fall season, the picture is still in the shaping. Developments to date indicate that viscose yarn will find itself very popular and in widely varied company. Technicians are experimenting with many new types of mixed fabrics. One interesting development centers on an effort to produce a fabric in which three different fibers, including viscose, are combined. It is expected that this experimentation will bring forth some important new novelty rayon mixtures for the coming winter.

On the merchandising side, the outlook for viscose rayon is equally encouraging. The gains made by this yarn as regards new markets are evident. Considering this development we must be candid and face the fact that viscose yarn is rapidly approaching acetate's markets. This fact is serving to stimulate activity by rayon weavers in two directions: First, in continued and expanded development in constructions of fabrics; and second, in increased effort in promotion of the finished goods. With regard to the promotion aspect, market leaders feel that still greater activity is needed to do full justice to the fabrics themselves and to bring adequate return. It is interesting to note that numerous of the

(Continued on Page 58)

EQUINOX MILL

Anderson, S. C.

High Grade

ARMY DUCKS and AWNING STRIPES

Selling Agents

Wellington, Sears & Co.

New York, N. Y.

Dover Mills Co., Inc.

SHELBY, N. C.

COTTON AND RAYON FANCIES

Selling Agents

Wilson & Bradbury, Inc.

83 Worth St.

New York City

Merchandising Quality Rayon

(Continued from Page 16)

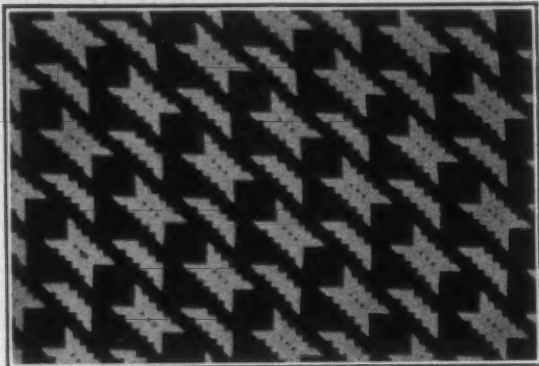
recognize the advertised merchandise by the hang tag on learn about tested quality from our advertising and to the garment in the store.

We have found that stores no longer hesitate to call rayon by its proper name in the ready-to-wear section, for many of these retailers are realizing that women base their purchases upon style and appearance rather than on yarn content.

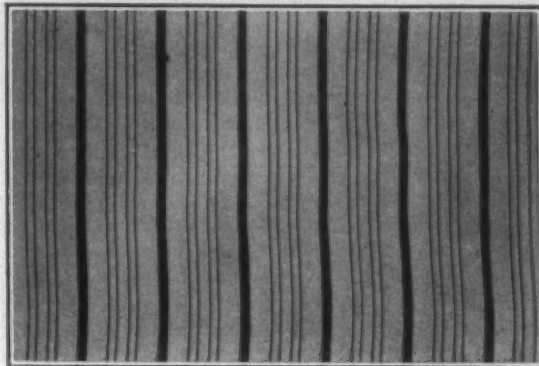
Many of the new fabrics which are prestige fashions

at the moment are possible only because of rayon; the new mossy crepes, the attractive cross dye fabrics, the mat surface crepes are good examples of this.

Stores promoting quality rayon should see to it that their sales clerks are thoroughly conversant with the fashion facts about rayon, as it is virtually impossible to make customers believe in something that is presented half-heartedly by a sales clerk. This confidence in rayon merchandise must be reflected by the store as a whole, in window displays, interior displays and advertising. The consumer must recognize that the merchandise is presented because it is fashion right, practical and trustworthy.



Crepe Trifari, novelty weave Crown Rayon fabric from Foreman Silks



Spritely Stripes, a new sports fabric of Crown Rayon Chalkelle, from Joseph Berlinger, Inc.

DANVILLE KNITTING MILLS, Inc.

—Makers of—

Hosiery in Fancy and Staple Lines

—For—

Men, Women and Children

DANVILLE, VA., U. S. A.

Merchandising Cotton Textiles

(Continued from Page 15)

have bought raw material at the low and have sold contracts of cotton cloth or spot goods on the peak of the buying movement.

Many fortunes and many substantial corporation surpluses have been accumulated by following this procedure. When it is successful, it is clever merchandising and when it goes wrong, it is gambling.

There are those who point out that a cotton mill is not necessary for those who want to speculate in cotton.

There are others who contend that cotton cloth manufacturing should be conducted on the basis of covering or hedging every sale depending upon normal manufacturing profit for returns to owners and stockholders.

In cotton textiles as in many other industries, it has not been the conservatives that have reaped the richest rewards, nor have the conservatives suffered the most severe losses.

The facts are that those that have operated upon the more liberal and speculative theory have frequently made a practice of passing along to their customers part of the gains made through profitable cotton manipulation thereby establishing competitive prices on cloth that left the conservative operator without manufacturing margin.

The lowest price has created the prevailing market so that many conservatives have been forced into a position of selling at cost or below cost as an alternative to accumulating merchandise or to curtailment or complete cessation of operations.

It has been charged that merchandising has been made more complex by NRA. While it is true that compliance and the adjustment period worked some hardships, it is our opinion that the codes, once adopted, have smoothed out many difficulties and established ethics and fair trade practices that were sadly lacking under the old regime.

With existing selling organizations standing as at present, I believe that quickest salutary results can be obtained by adherence to three major fundamentals.

(1) Continuance of NRA principles, self-regulation of industry under government supervision, including control of production and whole-hearted co-operation under the cotton textile code.

(2) Selling houses and mills to adopt the one price standard; to quote and hold to a fixed quotation at least for the duration of the negotiation on which the price is quoted.

(3) Adoption of an amendment to the cotton textile code making it unlawful to sell below average cost.

Ask Wage Exemption

Cookeville, Tenn.—Unless some form of wage adjustment can be secured from the NRA, officials of the Heavy Duty Manufacturing Company of Cookeville, manufacturers of work shirts here, contemplate closing their unit here which employs 400 men and women. A committee of citizens of this place is in Washington seeking an adjustment. Operatives of the local unit have notified officials that they are willing to go on piece-work as in the past.

The local unit, which is one of Cookeville's most valuable assets, went under the NRA wage agreement about six months ago, departing from a former plan of paying by piece-work. Officials claim that under the new method production is hampered, although the plant is operating with its capacity of employees and the resultant overpayment of operatives is causing a large loss in revenue.

Our Ambition

We continually strive to improve our citizenship, community, plant operation, equipment and product.

In this effort we believe we are making progress and are very grateful for the loyal co-operation of each member of our organization and every user of our products.

Shelby Cotton Mills

Specialties, Sateens, Dobby Weaves

Shelby, N. C.

FAIRFOREST FINISHING CO.

Spartanburg, S. C.

BLEACHING
DYEING
SANFORIZING

New York Office:
40 Worth Street

CLEVELAND Cloth Mills, Inc.

SHELBY, N. C.



Rayon Fabrics



New York Office
1450 Broadway

GLUCK MILLS

Anderson, S. C.

Division of

WELLINGTON MILLS, Inc.

*Fine Combed Lawns,
Dimities, Organdies
and Voiles*

None Better Made

Factoring Grows in Favor

(Continued from Page 51)

textile manufacturing companies that have adopted factoring as a permanent policy of their organizations because of the constant flow of cash back into their treasuries as shipments of goods are made. A number of instances were observed under which mills that had carried considerable amounts of accounts receivable on their books decided during the period of very low material prices to arrange for the conversion of such accounts into cash for investment in raw materials on which they anticipated a higher market value—in some instances the increased inventory of raw materials produced a profit of 100 per cent while if the accounts had been allowed to remain on their books unrealized upon, and lacking other available bank credit, such profit would not have been possible.

The specialized banking service of a factoring bank enables a manufacturer to devote all of his time and thought to methods of production and distribution as he need no longer be concerned about credit investigations or credit losses, nor disappointed with slow collections. Any manufacturer who is in a position to borrow to carry accounts receivable may find decided advantages in investigating carefully the operations of a factoring bank.

American Mills Attain New Heights in Woven Rayon

(Continued from Page 55)

most significant of the spring fabrics were mixtures of viscose rayon and acetate yarns, and the sales on these lines were declared to be very satisfactory.

The remainder of the year offers abundant possibilities for healthy turnover on rayon fabrics, and this is true irrespective of whether the weaver specializes in the smart new daytime all-rayons at moderate prices, or in the mixtures in the higher brackets. Rayon taffeta is assuming especial importance, thanks to the new petticoat vogue which has been created by the advent of long dresses. Equally interesting are the possibilities in woven draperies and bedspreads. The low-luster fine filament yarns are proving very satisfactory for bedspreads, both all-rayons and rayon-and-cotton mixtures. The growing popularity of rayons for bedspreads is important considering the scope of this market. Previously rayon bedspreads did not fare so well due to their high luster; today, however, they are so subdued that they win quick favor.

The cue for the rayon weaver as he plans his fall program is to further emphasize his promotional effort. He has already done notable work in fabric development and all signs point to continued progress in this direction. When the accomplishments of fabric technicians are coupled with parallel merchandising activity, the second half of 1934 should bring sustained movement of woven rayon goods at healthy margins.

In conclusion, let me point to the substantial expansion of synthetic yarn piece goods promotion by retailers throughout the country. Figures compiled by the National Federation of Textiles, Inc., show that newspaper advertising of synthetic fabrics by stores last February was 418 per cent greater than in February of 1933. This increase was far beyond that of any other textile in the store's piece goods activity. Viscose rayons represented a large part of the merchandise so promoted and the stores attribute their spirited fabric sales during recent months largely to this expansion.



**American Yarn
& Processing Co.**

Mount Holly, N. C.

Spinners and Mercerizers

DURENE

All Counts and Descriptions for Knitting and Weaving.

Our best advertisement is that many of the most discriminating knitters and weavers, having thoroughly tried out our yarns, use them exclusively year in and year out.

Garments made from DURENE cotton yarns are strong, durable, elastic and moisture-absorbing. Wear them for Smartness and Comfort.

“COVER”

FULLNESS IN APPEARANCE

A Spartan Broadcloth Specification

Manufacturers of

Broadcloths, Print Cloths

Spartan L L and Black Rock Sheetings

Spartan Mills Products

Sold Exclusively Through

DEERING MILLIKEN & COMPANY, Inc.

79 Leonard St. - - - New York, N. Y.

Report on Department Stores

THE Bureau of Business Research, Harvard Business School, has issued its fourteenth annual report on the expenses and profits of department and specialty stores as the result of a study made in co-operation with the National Retail Dry Goods Association. This report shows that 1933 brought an impressive turnabout in the earnings of department and specialty stores, the first reversal of the steady downward trend which had persisted since before the depression. All classifications of stores on the average showed some profit in 1933, as compared with the losses which were general in 1932. Nevertheless, the average profit was only 1.8 per cent on sales, or less than 2c of the sales dollar, even after including non-merchandising income.

It was particularly noticeable in 1933 that the small department stores improved their relative position in comparison with large stores, although the large stores still exhibited some superiority in earnings.

Improvement in the department store business in 1933 clearly was brought about in large part by the upward surge in prices, but this improvement also was in considerable degree attributable to lower expenses in comparison with 1932. The reduction in the cost of doing business was particularly impressive in view of the fact that during the latter part of 1933 payroll costs, which constitute almost half the total cost of doing business, were increased to conform to the President's re-employment agreement and the NRA code.

The experience of specialty stores handling women's apparel and accessories was largely parallel to that of de-

partment stores in 1933, according to the bureau's report.

TAX BURDEN RISES

In this report the bureau also calls attention to the rising tax burden. On the average the direct taxes paid by department stores, not including sales taxes passed on to consumers, amounted in 1933 to nearly twice as much as the profits earned.

The Harvard report based on a survey directed by Carl N. Schmalz in conjunction with the National Retail Dry Goods Association shows a drop in total expenses of the stores to 38.1 per cent last year, compared with 39.5 per cent in 1932. The total average payroll was less likewise, the figure being 18.3 per cent on sales for 1933, against 18.7 per cent for the year before.

There had been a continuous upward movement of percentage expenses with the stores, the report states from 1929 to 1932. This has been changed the past year, of all others, some might say. The report itself says: "The reduction in the cost of doing business was particularly impressive in view of the fact that during the latter part of 1933 payroll costs, which constitute almost one-half of the total cost of doing business, were increased to conform to the President's Re-employment Agreement and the NRA code."

SEE TURN FOR BETTER

The report, which covers 450 stores doing a total business of just over \$1,000,000,000, has been for the most part greeted as showing an impressive turn for the better in this part of the retail business. It is pointed out that

Finest Quality

Rayon Greige Goods

All Constructions

Stonecutter Mills Co.

Spindale, N. C.

New York Office

320 Broadway

Telephone Worth 2-6397

the stores' net loss on merchandising operations was reduced to 2.1 per cent during 1933, as against a loss of 6.4 per cent the year before. With added income from other sources, the stores were able to actually show an average net profit of 1.8 per cent on sales, this being compared with a loss of 2.4 per cent on the same basis of reckoning for 1932.

As was to be expected the report gives credit to the sharp advance in prices which took place last year for this improved showing. This price increase is reflected in the gross margin of the stores which figure increased to 36 per cent last year over the 33.1 per cent of the year before.

As has been pointed out by the *Journal of Commerce* before, price advances in 1933 meant that the stores could take a mark up on their merchandise, and this probably accounted for the profit shown by most of them. Instead of mark downs, incident always to a declining market, such as has ruled for a number of years, the retail merchants last year had that satisfactory feeling of reversing the process. With the large inventories carried by most of the stores at the end of the year, this mark-up had an important bearing on their profit position.

SMALLER STORES IMPROVING

The Harvard report also brings out the interesting situation of the smaller store improving its position in 1933 over 1932 to a relatively greater degree than the larger store. The big department stores have for some time past held a stronger position in a profit way than the smaller stores. This superiority was not so marked the past year.

The specialty shops, which are likewise included in this report, made a better proportionate showing than the department stores. Showing an average loss of 5.6 per cent

in 1932, this type of store last year practically broke even, the loss being less than half of 1 per cent.

GIVE CREDIT TO NRA

Department store recovery attributed to NRA—No cuts
The National Recovery Administration should be credited with much of the improvement reported by the department and specialty stores of the country in the opinion of John Guernsey. He is editor of the *Retail Ledger*, a leading publication in the retail fields. As he is in charge of the Retail Division of the Census of American Business, he is particularly well situated to calculate the help which the NRA has given the stores.

Mr. Guernsey presented his views in a statement which discussed the findings of Harvard University, which has just made a survey of the finances of 450 department and 75 specialty stores. In 1932, the stores lost \$2.40 per \$100 of sales and, in 1933, they made a profit of \$1.80 per unit. The editor said in part:

"The retailer took the President at his word and started promoting business vigorously. He stepped out to meet recovery, instead of waiting for George to do it. Just as the President promised, move after move has been made in line with the projected Recovery Program and the retailer benefited by each of these moves. * * * Retailers bought more and sold more consumer goods of all kinds in the last eight months than in any similar period in three years. What they bought necessarily had to be produced and the consumer goods industries all have prospered along with the retailers. * * * Improvement in the department store business in 1933 clearly was brought about in large part by the upward surge in prices, but this improvement was also in considerable degree attributable to lower expenses in comparison with 1932. * * * In spite of increased pay rates and more employment, cost of doing business dropped 4 per cent.

Woodside Cotton Mills Company

Easley Cotton Mills

Prints—Pajama Checks—Twills

Shade Cloths—Pique

PLANTS:

GREENVILLE,

SIMPSONVILLE,

FOUNTAIN INN,

EASLEY AND LIBERTY,

SOUTH CAROLINA

Perfection of Cotton-Wool Mixtures On Regular Cotton Machinery

No recent development in the cotton manufacturing industry has evoked as much interest as the success of one large cotton mill organization in invading a field hitherto monopolized by worsted manufacturing plants; that of manipulated fabrics, or more properly speaking mixed fabrics of wool and cotton.

Market interest in this development seems to be concerned principally with the potential market for such cloths and length of time such a market may be expected to continue.

Many worsted manufacturers have always made these cheap mixtures, but until the depression began to register its deepest effects, the market was a declining one. With the revival of demand for cheap fabrics came the invasion of this field in a large way by at least one cotton manufacturer, and today Worth Street houses are planning to enter the field if their mills can solve the technical difficulties involved in handling wool with cotton machinery.

As far as the assurance of a market is concerned, there is not much doubt in the opinion of many economists. They find two basic reasons for this opinion:

First: That millions of Americans have been impoverished solely as a result of the depression, and must resort to cheap fabrics to be decently clad. Many of these people may recover their economic position within a few years and naturally will cease to be buyers of cheap fabrics.

Second: A constant group of unemployed has been established in this country, partly as a result of the depression, but principally because of machinery. They are the "technologically unemployed." They are believed to number several millions.

The existence of these large groups opens an important market for three types of cheap fabrics, all of which are moving now in increasing volume:

1. Various weight fabrics simulating woollen goods in design and handle, made wholly of cotton. This market is constantly broadening and one large Southern producer is now tripling his capacity for this type of fabric.
2. Lightweight worsteds of wool and cotton, or of other vegetable and animal fibers. Here there has been a considerable expansion of production due to the entrance of cotton mills into the picture.
3. Heavier fabrics, of shoddy and cotton, the chief utility of which lies in their warmth-providing qualities.

Of these three types of fabrics, the first two are "naturals" for the cotton mill, though it has always been believed until recently that cotton mills could not handle wool percentages successfully without special equipment. This belief seemed to have been confirmed by an experiment conducted within the last few months. It may be described briefly without the mention of names.

One leading Worth Street organization sensed the possibilities in wool-cotton mixtures a year ago and assigned to one of its larger mills the problem of working a wool and cotton blend through its standard cotton equipment. The experiment was not successful because the greater part of the wool stayed in the carding machine and re-

sisted all efforts to produce a satisfactory mixture with the cotton. The operators of the mill concluded that an installation of woollen machinery would be necessary to produce the proper results. Because of the expense of such an installation the enterprise was abandoned.

However, technicians who have worked out a method of getting a satisfactory wool-cotton blend through cotton carding machines state that it is not at all difficult. Certain adjustments of the card are said to be all that is necessary. These adjustments do not involve the purchase of any additional machinery or parts.

Consequently, with the right sort of mill practice and a certain adroitness in manipulating the two fibers, it is quite practical to manufacture on standard cotton mill equipment a first-class cotton-wool mixture that will equal in appearance and handle a similar mixture produced on worsted machinery, and at considerably less cost.

The remarkable success of one large cotton mill in producing and marketing a large volume of cotton worsteds during the last season is attributed to this mill's mastery of the technique of handling cotton-wool mixtures on standard cotton machinery. It is said on good authority that no worsted machinery of any kind was added to this mill's equipment.

Smart styling and a superb finish, giving a hand even to an all-cotton worsted type that closely resembles a fine clear worsted, contributed a great deal to the successful merchandising of these fabrics. They are not new fabrics except that they are manufactured in a new way—that is on standard cotton mill equipment. Yet they are meeting with a fine reception and a demand that bids fair to be constant for a period of years, and that probably will increase.

There are definite indications in the economic situation of the vast majority of American consumers that fabric requirements will gravitate rather rapidly to the two extremes, i. e., to more luxurious and costly fabrics and to cheaper fabrics of cotton and cotton-wool mixtures, or shoddies, to which cotton will add the required strength.

It is a historical fact that the great shoddy industry of the Colne Valley of Lancashire and of Batley and Dewsbury in the West Riding of Yorkshire was developed in order that Englishmen of the poorer classes might be comfortably clad. It has been said that except for the garnetts and pickers of the Batley-Dewsbury area half of England would have been forced to wear rags instead of fairly presentable and warm clothing made from reworked wool strengthened in the weaving with cotton.

Whether America's great middle class has been permanently reduced in its income to such an extent that it will have to turn to these cheaper fabrics to clothe itself, is not yet a determined fact, but there are many indications that for the time being at least, and perhaps through a considerable period of readjustment, such a condition will exist.

And because of improved technique cotton manufacturers now have an opportunity to supply the bulk of the merchandise for this new market.—*Daily News Record.*

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Export Association Favors Tariff Law

The Textile Export Association wired Cordell Hull, Secretary of State, congratulating him on the passage of the tariff reciprocity bill. In its effort to stimulate trade abroad, the association reports that it is striving to maintain good will between commercial interests in this country and the Philippines. The telegram dispatched to Mr. Hull follows:

"Congratulations victory tariff bill. Assume will expedite negotiations in Columbian and Cuban reciprocity treaties. We are vitally interested in these two markets as about the best outlets left for export cotton goods. We made definite recommendations to your department regarding most feasible plan for saving our business in these markets against foreign, and particularly Japanese, competition. We hope recommendations will be adopted, otherwise inevitable loss of these markets is staring us in the face. We are already confronted with cancellations and shipments are held up. Situation daily becoming more serious. Our committee is ready to come to Washington if you wish to discuss the matter personally."

HESSLEIN SEES TRADE AID

E. J. Sesslein, head of Neuss, Hesslein & Co., largest textile exporters in the United States, issued the following notice upon the passing of the tariff law which is expected to prove of inestimable benefit to the cotton goods industry.

"The tariff bill which rapidly grants the President the freedom of making reciprocal tariff and other trade arrangements appears to be more or less an assured fact and on this occasion it would be well to point out that this power, if handled to advantage, will be of tremendous help to this country in restoring, to some extent, at the least some of the very important export business which has been lost to cotton textiles.

"The loss of this business has been detrimental to the industry in general and has affected it to the extent that there is a considerable surplus of merchandise in the market owing to overproduction on account of the loss of this export business, which would easily have absorbed the surplus. With a resulting decline in prices because of a surplus of saleable merchandise. This has had, as an ultimate result the current curtailment of production, which is a hardship on everybody.

"I am of the opinion that if this power is usefully exercised we will soon see the effects and a great many manufacturers, who have in the past done a large export business and have meanwhile been compelled to put their looms on goods for domestic consumption, will be able to reinstate their export articles and remove pressure from the domestic market.

"This should have a very wide-reaching and beneficent effect, and it is certainly to be hoped no time will be lost to take advantage of an excellent opportunity."

OTHER AGENCIES WORKING

Additional agencies associated with the cotton goods industry have been steady at work to further the progress being made in building up trade with other countries. During the very recent past cotton mill officials in the cloth production States have been contacting members of Congress with demands that the cocoanut oil tax be rescinded according to the request of President Roosevelt. Hundreds of such letters have reached legislators within the last week.

At this time many cotton textile merchants await the details of the new tariff law. Until they can examine it for facts involving their interests a number interviewed are disposed to withhold comment.

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Exposition
Cotton Mills

Atlanta, Ga.

Need of Co-operation Between Manufacturer And Retailer

NEW merchandising methods for manufacturers are outlined in a statement by Sidney O. Levin, promotion manager of Palmer Brothers Company, in which it is pointed out that the manufacturer must share more directly in the problems of the retailer and actively assist in the marketing of his products.

CONSIDER SALEABILITY

"Stocking the shelves of the retailers' stores with merchandise without regard to its saleability," said Mr. Levin, "will have no place in the new order; the manufacturer will shape his lines with the matter of public acceptance more directly in view."

Mr. Levin, who until recently was buyer of bedding materials for R. H. Macy & Co., has been added to the executive staff of the Palmer Brothers Company to promote the sale of comfortables. That this old established concern has gone to a department store for a director of sales is regarded as significant of a progressive policy of catering more closely and intimately to the needs and demands of the retail trade as revealed in direct store contacts. Mr. Levin brings to the Palmer Brothers Company years of experience and close study of the retail store's problems.

STYLING IMPORTANT

In promoting comfortables, Mr. Levin indicates that he will devote much attention to the matter of styling and developing new methods of manufacture to make these articles of bedding more acceptable to the buying public.

The featuring of "super bargain" prices as the only means of getting business was also described by Mr. Levin as rapidly passing. In place of this form of merchandising, he said, business is now reaching the stage where merchandise, to be sold, must have a story of value and desirability behind it to persuade the customer to buy.

This sort of merchandising, he pointed out, will result in satisfied customers and increased business for the retailer. At present, he said, an item such as comfortables frequently carries a department which is suffering from bargains offered in other highly competitive products sold in the same department. If customers can be sold on the higher profit item and at the same time receive a product that is entirely satisfactory the benefits are shared alike by manufacturer, retailer and customer.

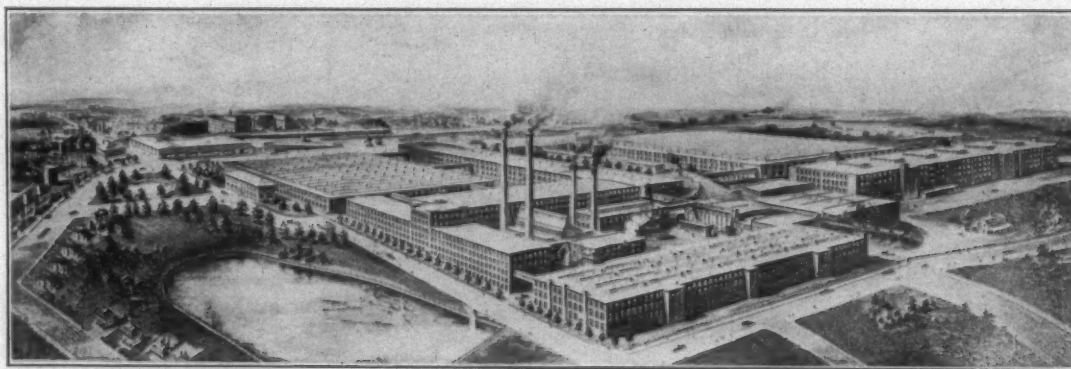
NOT IN LUXURY CLASS

Expanding upon the new merchandising plan to be followed by Palmer, Mr. Levin emphasized that the company expected to get most of its new business from customers who have heretofore thought of comfortables as strictly a high-priced luxury. Promotion work to be undertaken, he said, will point out the fallacy of this belief and will stress new developments in the manufacture of comfortables that make them universally desirable and not wholly in the luxury price class.

As an indication of the trend toward comfortables, through the public's own volition, during the past two years, Mr. Levin reported that 1932's sales were 50 per cent ahead of the previous year, while last year's sales were 100 per cent ahead of those of 1931. With the new merchandising plan, he declared, even more impressive increases are expected in the future.

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